United Nations A/59/357

General Assembly

Distr.: General
20 September 2004

Original: English

Fifty-ninth session
Items 100 and 116 of the provisional agenda*

Advancement of women

Human resources management

Improvement of the status of women in the United Nations system

Report of the Secretary-General**

Summary

In response to General Assembly resolution 58/144 of 22 December 2003, the present report provides information on progress made in the representation of women in organizations of the United Nations system as at 31 December 2003 and in the United Nations Secretariat from 1 July 2003 to 30 June 2004. Within the United Nations system, the representation of women in the Professional and higher categories is 36.4 per cent at 31 December 2003. In the United Nations Secretariat, women accounted for 37.4 per cent of Professional and higher-level staff with appointments of one year or more in the Secretariat as at 30 June 2004. This increase of 1.7 per cent, compared to the previous year, is the most significant made since 1998. In posts subject to geographical distribution, 42.3 per cent of Professional and higher-level staff are women.

The analysis of the longer-term trends portrays a picture of uneven progress in women's representation at all levels, with an annual growth rate of only 0.4 per cent in the category of Professional and higher staff on appointments of one year or more, and approximately 1 per cent per year for Professional and higher staff on posts subject to geographical distribution.

* A/59/150.

** The submission of the present report was delayed due to the fact that it is based on the statistical data from the report on the composition of the Secretariat, which contains information as at 30 June each year. There was insufficient time to analyse the data within the established time frame for submission of reports to the General Assembly.

04-50776 (E) 181004

A research-based analysis on the probable causes of slow progress in the improvement of the status of women in the Secretariat points to the following key factors impacting the achievement of gender balance goals: recruitment and selection processes, accountability of programme managers, the working climate and culture in the Organization and informal barriers. The present analysis is accompanied by a set of measures for review.

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I. Introduction

1. The present report, submitted pursuant to General Assembly resolution 58/144 of 22 December 2003, provides information on the representation of women in the Secretariat and other organizations of the United Nations system for the period from 1 July 2003 to 30 June 2004.

2. In its resolution 58/144, the General Assembly expressed concern that, for the second consecutive year, there had been a slowing of progress towards achieving the 50/50 gender balance goal and that between 1998 and 2003 there had been almost no progress in the rate of representation of women in the category of staff with appointments of one year or more at the Professional and higher levels. The Assembly urged the Secretary-General to redouble his efforts to realize significant progress towards the goal of 50/50 gender distribution. It requested him to continue to develop innovative recruitment strategies to attract qualified women; monitor closely progress made by departments and offices to select female candidates when their qualifications are the same as those of male candidates; encourage consultation between heads of departments and offices with departmental focal points; extend ongoing training of managers on gender balance issues; and to intensify efforts to create a gender sensitive environment and to strengthen further the policy against harassment, including sexual harassment, by ensuring the full implementation of the guidelines for its application at Headquarters and in the field.

3. In the same resolution, the General Assembly called for an analysis of the probable causes of the slow advancement in the improvement of the status of women in the United Nations system, with a view to elaborating new strategies for achieving gender parity. It requested the Secretary-General to provide up-to-date statistics on the number and percentage of women in all organizational units and at all levels throughout the United Nations system, as well as gender-segregated attrition rates for all organizational units and at all levels, as well as on the implementation of departmental human resource action plans, in particular for the achievement of the gender targets. The Assembly requested the United Nations and the specialized agencies, funds and programmes of the United Nations system, in order to facilitate the preparation of the above-mentioned report, to submit data in a timely fashion to measure accurately progress in achieving gender parity for staff.

4. The present report responds to the requests of the General Assembly.

II. Overview of the representation of women staff at the Professional and higher categories in the United Nations system

5. At the time of preparation of the present report, no complete figures were available for the representation of women in the Professional and higher categories in the entities of the United Nations system. Annex I provides data for United Nations entities as at 31 December 2003 (with the exception of the International Labour Organization (ILO), the World Health Organization (WHO) and the World Intellectual Property Organization (WIPO). The representation of women in the Professional and higher categories in the entities of the United Nations system has increased from 35 per cent, as at 31 December 2002 to 36.4 per cent, as at 31 December 2003. Two organizations have achieved gender balance in

representation of the category of Professional women staff: the United Nations Institute for Training and Research (UNITAR), with 50 per cent (13 men, 13 women) and the United Nations Population Fund (UNFPA), with 49.9 per cent (174 men and 173 women). The largest increase (7.8 per cent) was registered at the United Nations University (UNU), where the representation of women rose from 13.6 to 21.4 per cent.

6. Another six organizations have more than 40 per cent Professional women on their staff: the International Civil Service Commission (ICSC) (42.1 per cent); the Pan-American Health Organization (PAHO) (42.3 per cent); the Joint United Nations Programme on HIV/AIDS (UNAIDS) (41.1 per cent); UNESCO (43.8 per cent); the Office of the United Nations High Commissioner for Refugees (UNHCR) (40.7 per cent); the World Food Programme (WFP) (40.6 per cent) and UNICEF (45.5 per cent).

7. Nine organizations have less than 30 per cent women on their staff: the International Atomic Energy Agency (IAEA) (18.6 per cent); the International Civil Aviation Organization (ICAO) (24.3 per cent); the International Trade Centre (ITC) (28.1 per cent); the International Telecommunication Union (ITU) (26.9 per cent); the United Nations Industrial Development Organization (UNIDO) (25.1 per cent); the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) (27.2 per cent); UNU (21.4 per cent); the Universal Postal Union (UPU) (20.3 per cent); and the World Meteorological Organization (WMO) (26.1 per cent).

8. Cumulatively, at the D-1 level and above, the situation improved slightly, with women constituting 22.3 per cent of Professional staff, compared to 21 per cent as at 31 December 2002. As with the Secretariat, gender balance has only been achieved at the P-1 and P-2 levels in the organizations of the United Nations system. The lack of comparable data for the United Nations system precludes further analysis of appointments, promotions or transfers.

9. Within the resident coordinator system, which includes organizations of the United Nations system dealing with operational activities for development, the representation of women remains unchanged from the previous reporting period, standing at 21 per cent as at August 2004 (26 women out of 122 staff). This figure does not include officers-in-charge where posts are vacant. The representation of women stands at 25 per cent each for the Asia/Pacific region (6 out of 24) and for Europe and the Commonwealth of Independent States (5 out of 20).

10. To increase the representation of women, several agencies have taken initiatives designed to promote gender balance. These include, inter alia, the setting of specific gender targets and time lines, regular reporting to governing bodies on the recruitment and status of women, gender policy development, training and specific efforts to identify suitable candidates through targeted outreach to Member States, professional organizations and recruitment missions. Some examples are set out below.

11. UNICEF has been committed to achieving 50/50 gender balance by 2000 for women in Professional posts. To achieve the 50/50 target, an executive directive has been enforced since 2000, whereby the Deputy Executive Director reviews any recommendation for filling a Professional post with an external male candidate. A special programme has been created for women in leadership positions. UNICEF

also conducts selected recruitment campaigns for women candidates through country and regional missions in developing countries for senior and middle-level Professional positions and seeks to ensure gender balance when nominating staff for inclusion in succession pools. Since 2001, a special programme has been designed to establish a pool of young talent, which specifically targets women. In terms of work/life and family-friendly policies, measures are in place to support spousal employment, as well as policies on maternity and paternity leave, adoption leave and alternative work arrangements.

12. In its gender balance policy, 2003-2006, the United Nations Development Programme (UNDP) reaffirms its commitment to achieving gender balance and sets the goal for achieving 50/50 gender distribution at all Professional levels by 2010. Special measures to achieve this goal include a recruitment target of a 3:2 ratio of women to men in new hires. Female candidates are to be given preference where qualifications and experience are essentially equal. All decision-making bodies within UNDP are to have 50/50 gender balance. Moreover, issues related to work environment and work/life balance are addressed. Senior managers will be held accountable for the implementation of this gender policy.

13. In its 2003-2007 gender policy, WFP set several recruiting targets and staffing measures to increase the proportion of women in a number of categories. At least 50 per cent of the staff recruits (international Professionals, national Professionals and General Service staff) and 75 per cent of all local food aid monitor recruits are to be qualified women.

14. UNHCR has introduced several measures to help to meet the goal of gender parity at each grade. The current policies include the reduction of seniority requirements at the P-3 level and above until gender parity is achieved and the expectation that managers take gender balance into consideration when selecting candidates. UNHCR is also focusing on the retention of women by introducing more flexible and family-friendly policies, such as the improvement of the policy on special leave without pay and inter-agency secondments or loans, as well as the adjustment of standard lengths of assignments.

15. The Food and Agriculture Organization of the United Nations (FAO) has set a goal of at least 35 per cent women within the Professional and higher categories by 2005. To increase progress towards reaching this target, the organization is engaged in the proactive recruitment of qualified women candidates. It has recently adopted a spousal employment policy and has developed a training and coaching programme for women in leadership and management. The setting of mandatory targets for departments, in combination with managerial accountability mechanisms, is under consideration.

16. UNESCO developed a plan of action on equal opportunities which included specific targets to be met by 2001: 50 to 60 per cent representation of women at the P-1 to P-3 levels; 30 to 40 per cent at the P-4 grade; and 20 to 30 per cent at the P-5 grade and above. As at April 2004, those targets had been met and/or exceeded. Women constituted 58 per cent at the P-1 to P-3 grades; 42 per cent at P-4; 33 per cent at the P-5 level and 22 per cent at the D-1 level and above. The organization has developed a set of family-friendly measures, including maternity leave; working hours for breastfeeding; paternity leave; adoption leave; parental leave; family leave; and flexible work arrangements. UNESCO also provides childcare facilities at its headquarters for children from the age of 15 months.

17. The WHO gender policy is overseen by a senior-level gender task force. To improve gender balance, the organization has set a target of 50-per-cent appointments of women to Professional and higher-level posts. A comprehensive action plan, which integrates gender and geographical balance, focuses on a forecast of human resources needs; strengthened outreach efforts; emphasis on professional development and competence-building; and the creation of a diversity-sensitive work environment.

18. UNIDO has recently focused efforts on recruitment strategies targeting women. Vacancy announcements are circulated to include associations for professional women throughout the world, contacts in UNDP field offices in Asia and the Pacific, Africa and the Western Asia regions. Vacancies in specific technical fields are sent to the human resources directors of specialized agencies with a pool of technically qualified candidates. Since mid-2001, when implementation of the UNIDO human resource framework began, 45 per cent of appointments have been women, compared to a previous 25 per cent.

III. Overview of the current representation of women staff in the Secretariat

19. The analysis presented below is based on the representation of women staff in the Professional and higher categories (5,325 staff) and General Service and other categories, including the Field Service, the Security and Safety Service and the Trades and Craft categories (8,534 staff) at the Secretariat Headquarters and in the field on appointments of one year or more. Further information may be found in the annual report of the Secretary-General on the composition of staff in the Secretariat (A/59/299).

A. Representation of women in the Professional and higher categories with appointments of one year or more

20. Since, in its resolution 58/144, the General Assembly expressed concern with respect to the slow progress towards gender balance in this larger group of Professional and higher staff with appointments of one year or more, the present report will begin with an analysis of the evolution in the representation of women in that particular group. Annex II provides information on the distribution of all staff on appointments of one year or more by gender, broken down by department or office and grade.

21. Table 1 below shows a comparison by grade as at 30 June 2003 and 30 June 2004. In contrast to the past year's increase of 0.6 per cent, the current year's overall proportion of women in this category rose by 1.7 per cent, from 35.6 to 37.4 per cent (1,990 women out of a total of 5,325 staff), with appreciable advances at most levels, including in senior positions, with one exception at the P-5 level. The increases represent the largest annual increase since 1998, when data was first reported for this category of staff.

Table 1
Comparison of gender distribution of staff in the Professional and higher categories with appointments of one year or more, as at 30 June 2003 and 30 June 2004

	30 June 2003			*30 June 2004*			
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Change (percentage)*
USG	32	5	13.5	30	6	16.7	3.2
ASG	35	6	14.6	29	6	17.1	2.5
D-2	88	29	24.8	92	35	27.6	2.8
D-1	225	91	28.8	216	103	32.3	3.5
Subtotal	**380**	**131**	**25.6**	**367**	**150**	**29.0**	3.4
P-5	598	259	30.2	602	271	31.0	0.8
P-4	1 184	544	31.5	1 088	563	34.1	2.6
P-3	1 078	714	39.8	984	698	41.5	1.7
P-2	315	315	50.0	293	303	50.8	0.8
P-1	4	8	66.7	1	5	83.3	16.7
Subtotal	**3 179**	**1 840**	**36.7**	**2 968**	**1 840**	**38.3**	1.6
Total	**3 559**	**1 971**	**35.6**	**3 335**	**1 990**	**37.4**	1.7

Source: Office of Human Resources Management.

1. Women in senior positions

22. The representation of women in senior positions, cumulatively, at the D-1 level and above increased by 3.4 per cent from 25.6 to 29 per cent, the most significant increase in recent years. The largest increases were registered at the Under-Secretary-General and D-1 levels. At the Under-Secretary-General and Assistant Secretary-General levels, the representation of women increased, respectively, by 3.2 per cent (from 13.5 to 16.7 per cent, or 6 women out of 36 staff) and by 2.5 per cent (from 14.6 to 17.1 per cent, or 6 out of 35). At the D-2 level, the representation of women rose by 2.8 per cent from 24.8 to 27.6 per cent (35 out of 127). At the D-1 level, the increase of 3.5 per cent (from 28.8 to 32.3 per cent, or 103 out of 319) is particularly noticeable.

2. Women in the Professional category

23. Similarly, at most levels in the Professional category, the rates of the advancement of women have accelerated. Cumulatively, in this category of staff, the representation of women increased by 1.6 per cent, from 36.7 to 38.3 per cent. Only at the P-5 level did the representation of women increase at a more modest rate of 0.8 per cent, from 30.2 to 31 per cent (271 out of 873).

24. At the P-4 level, the increase in women's representation was the highest (with the exception of P-1) with 2.6 per cent, thereby raising the representation of women at this level from 31.5 to 34.1 per cent (563 out of 1,651). At the P-3 level, the

percentage of women increased by 1.7 per cent from 39.8 to 41.5 per cent (698 out of 1,682). At the P-2 level, women accounted for 50.8 per cent (303 out of 596). The P-2 level is the only one where the 50/50 gender balance target has been reached.

3. Women with appointments of one year or more across departments or offices with 20 or more Professional staff

25. Five departments or offices listed in the last report (A/58/374) have continued to meet the target of 50/50 gender balance as at 30 June 2004: the Department of Management (Office of the Under-Secretary-General, with 56 per cent; the Office of Human Resources Management, with 52.1 per cent); the Department of Public Information, with 51.1 per cent; Department of Management/Office of Programme Planning, Budget and Accounts, with 50.8 per cent; and the Executive Office of the Secretary-General, with 50 per cent.

26. As in the past year, 22 departments or offices have between 30 and 49 per cent women on their staff. The largest increases were in the Department of Political Affairs, where women's representation increased from 38.5 to 41.4 per cent; the United Nations Conference on Trade and Development (UNCTAD), with an increase from 31.2 to 34.7 per cent; the United Nations Human Settlements Programme (UN-Habitat), with an increase from 34.1 to 37.8 per cent; and at the United Nations Office at Nairobi, with an increase from 33.7 to 37 per cent. In the Office for the Coordination of Humanitarian Affairs, however, the representation of women decreased by 6.5 per cent, from 44.7 to 38.2 per cent.

27. As in the past year, four departments or offices continue to have less than 30 per cent women: the Department for Peacekeeping Operations/Office of Mission Support (27.5 per cent); the Office of Central Support Services (23.7 per cent); the United Nations Monitoring, Verification and Inspection Commission (16.7 per cent); and the Office of the United Nations Security Coordinator (14.3 per cent).

4. Representation of women at the D-1 level and above in departments and offices with 20 or more Professional staff

28. For appointments of one year or more, the percentage of women at the senior and decision-making levels (D-1 and above) is 29 per cent, compared to 25.6 per cent a year ago. As at 30 June 2004, the 50/50 gender balance goal at the D-1 level and above had been met or exceeded by the six following departments or offices (compared to three departments or offices a year ago): the Office of the United Nations Security Coordinator (100 per cent); the Office of Human Resources Management (75 per cent); the Department for General Assembly and Conference Management (65 per cent); the Office for Legal Affairs (50 per cent); the Department of Management/Office of the Under-Secretary-General (50 per cent); and the United Nations Office in Vienna (50 per cent). Two offices in the Department of Management, the Office of the Under-Secretary-General and the Office of Human Resources Management, achieved the gender target for Professional and higher staff as a whole and cumulatively at the level of D-1 and above.

29. In six departments or offices, the representation of women in senior positions is 40 per cent or more (compared to nine departments or offices a year ago): the Department of Public Information (47 per cent); the United Nations Office at

Geneva (47 per cent); the Economic Commission for Latin America and the Caribbean (ECLAC) (44 per cent); the Economic and Social Commission for Western Asia (ESCWA) (44 per cent); the Office of Programme Planning, Budget and Accounts of the Department of Management (43 per cent); and the Department for Disarmament Affairs (40 per cent).

30. In 10 departments or offices, senior women constituted less than 30 per cent at the D-1 level and above (compared to 13 a year ago): the Office of Internal Oversight Services (29 per cent); the Department of Political Affairs (29 per cent); the Economic and Social Commission for Asia and the Pacific (ESCAP) (25 per cent); the Office of the United Nations High Commissioner for Human Rights (OHCHR) (25 per cent); UNCTAD (25 per cent); the Economic Commission for Africa (ECA) (20 per cent); the Department of Management/Office of Central Support Services (20 per cent); the United Nations Environment Programme (UNEP) (20 per cent); the United Nations Office on Drugs and Crime (15 per cent); and the Department of Peacekeeping Operations/Office of Mission Support (12 per cent).

31. Three departments or offices had no women staff at the D-1 level and above (compared with only two departments or offices a year ago): the Office for the Coordination of Humanitarian Affairs; the United Nations Compensation Commission (UNCC) and the United Nations Office at Nairobi. The Office for the Coordination of Humanitarian Affairs currently has nine posts filled at those levels, UNCC has six and the United Nations Office at Nairobi has only one.

32. Seven departments or offices have 20 or more staff at the D-1 level and above. None of those departments has achieved gender balance at the senior and policy-making levels. The representation of women at those levels is 34 per cent in the Department of Economic and Social Affairs; 30 per cent in the Department for Peacekeeping Affairs; 29 per cent in the Department of Political Affairs; 25 per cent in UNCTAD; 20 per cent in UNEP; and 15 per cent in the United Nations Office on Drugs and Crime. In the Department of Peacekeeping Operations/Office of Mission Support, women account for 12 per cent of the staff at the D-1 level and above.

B. Representation of women in the Professional and higher categories on posts subject to geographical distribution

33. Staff on posts subject to geographical distribution represent 47 per cent of the above-mentioned larger group of staff on appointments of one year, or 2,515 staff members out of 5,325 Professional and higher-level staff. Annex III provides a snapshot of the current situation in gender distribution by department or office and by grade, as at 30 June 2004, for posts subject to geographical distribution.

34. Table 2 below compares the representation of women by grade in this category between 30 June 2003 and 30 June 2004. While the representation of women in the larger group of staff on appointments of one year or more rose in 2003 by 1.7 per cent, in this more restricted category of staff on geographic posts, the increase of 0.5 per cent was rather modest, bringing the women's representation from 41.8 to 42.3 per cent (or 1,063 women out of 2,515 staff). The 2004 increase in the category represents only half of the average annual increase of approximately 1 per cent since 1989.

Table 2
Comparison of gender distribution of staff in the Professional and higher categories on posts subject to geographical distribution, as at 30 June 2003 and 30 June 2004

	30 June 2003			*30 June 2004*			
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*	*Change in percentage points*
USG	19	5	20.8	17	5	22.7	1.9
ASG	13	4	23.5	12	5	29.4	5.9
D-2	53	24	31.2	51	26	33.8	2.6
D-1	137	78	36.3	131	85	39.4	3.1
Subtotal	**222**	**111**	**33.3**	**211**	**121**	**36.4**	**+3.1**
P-5	312	166	34.7	314	163	34.2	-0.5
P-4	437	259	37.2	424	277	39.5	2.3
P-3	325	312	49.0	330	314	48.8	-0.2
P-2	156	193	55.3	173	188	52.1	-3.2
Subtotal	**1 230**	**930**	**43.1**	**1 241**	**942**	**43.2**	**+0.1**
Total	**1 452**	**1 041**	**41.8**	**1 452**	**1 063**	**42.3**	**+0.5**

Source: Office of Human Resources Management.

1. Women in senior positions

35. Cumulatively, in the senior positions (the D-1 level and above) the representation of women increased by 3.1 per cent, from 33.3 to 36.4 per cent, with the largest increases at the Assistant Secretary-General and D-1 levels, respectively, by 5.9 per cent, from 23.5 to 29.4 per cent (5 out of 17) and by 3.1 per cent, from 36.3 to 39.4 per cent (85 out of 216). At the Under-Secretary-General level, the proportion of women increased by 1.9 per cent, from 20.8 to 22.7 per cent (5 out of 22). At the D-2 level, the proportion of women increased by 2.6 per cent, from 31.2 to 33.86 per cent (26 out of 77).

2. Women in the Professional category

36. The overall representation of women on posts subject to geographical distribution in the Professional category increased insignificantly by 0.1 per cent, from 43.1 to 43.2 per cent, with the only increase of 2.3 per cent (from 37.2 to 39.5 per cent, or 277 women out of 701 staff) made at the P-4 level. At all other levels, the representation of women showed negative growth as follows: at the P-2 level, by 3.2 per cent, from 55.3 to 52.1 per cent (188 out of 361), at the P-3 level, by 0.2 per cent, from 49 to 48.8 per cent (314 out of 644) and at the P-5 level, by 0.5 per cent, from 34.7 to 34.2 per cent (163 out of 477).

C. Representation of women in the Professional and higher categories on language posts

37. In the period under review, the overall representation of women in the Professional category on posts with special language requirements increased by 1.4 per cent, from 40.1 to 41.5 per cent (356 women out of 858 staff). Women represent 44.1 per cent at the P-5 level; 38.1 per cent at the P-4 level; 43 per cent at the P-3 level and 53.6 per cent at the P-2 level. The goal of 50/50 gender balance has been achieved at the P-2 level only. With regard to appointments with special language requirements, women accounted for 63.7 per cent of appointments (14 women and 8 men), compared to 55.1 per cent the past year.

D. Representation of women on project posts

38. The total number of staff on project posts (200 series of the Staff Rules) is 875. Within this group, the proportion of women increased by 3.2 per cent, from 32.5 per cent (270 women) to 35.7 per cent (312 women). The proportion of women at the L-7 level increased over the past year by 4.2 per cent, from 12.5 to 16.7 per cent. However, the total number of women remained the same. While, at the L-4 level, the increase was the largest, with 7.4 per cent, from 20.3 to 27.7 per cent, at the L-3 level, a negative growth of 1.5 per cent, from 42.4 to 40.9 per cent, was registered.

E. Staff in peace support missions of the Department of Peacekeeping Operations

39. Although the total number of Professional staff with appointments of one year or more assigned to peace support operations decreased from 1,175 to 949, the overall representation of women in this group of staff rose by 4.3 per cent, from 23.2 to 27.5 per cent (261 women and 688 men). In senior-level positions (D-1 level and above), the representation of women in peace operations constituted 12 per cent (12 out of 97), an increase of 2 per cent over the past year (9 out of 90). In the category of staff with appointments of less than one year, women accounted for 27.5 per cent (142 out of 517).

40. As at 30 June 2004, the Department of Peacekeeping Operations had administered 27 missions, including peacekeeping, political and peace-building missions. Of nine missions with 20 or more Professional staff members, three had more than 30 per cent women staff: the United Nations Assistance Mission in Afghanistan (UNAMA) with 35.7 per cent; the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), with 30.8 per cent and the United Nations Mission in Ethiopia and Eritrea (UNMEE), with 30.3 per cent. Four Department of Peacekeeping Operations missions had more than 25 per cent women staff: the United Nations Mission in Sierra Leone (UNAMSIL), with 27.1 per cent; the United Nations Interim Administration Mission in Kosovo (UNMIK), with 26.7 per cent; the United Nations Mission of Support in East Timor (UNMISET), with 26.6 per cent; and the United Nations Observer Mission in Georgia (UNOMIG), with 27.3 per cent.

41. Two women appointed by the Secretary-General as his Special Representatives headed peace support operations in UNOMIG and the United Nations Operation in Burundi (ONUB). Three women served as deputy Special Representatives of the Secretary-General in the following peacekeeping missions: the United Nations Verification Mission in Guatemala (MINUGUA), UNAMA and UNOMIG.

42. Currently, there are nine full-time gender adviser positions at the P-4 or P-5 level in peacekeeping operations, namely in UNAMA, ONUB, the United Nations Mission in Côte d'Ivoire (UNOCI), MONUC, UNMIK, the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Mission in Liberia (UNMIL), UNAMSIL and UNMISET.

F. Appointments, promotions, lateral moves and separation of staff in the Professional and higher categories in the Secretariat

43. In its resolution 58/144, paragraph 6 (c) the General Assembly requested the Secretary-General to monitor closely the progress made by departments and offices to ensure that the appointment and promotion of suitably qualified women represented at least 50 per cent of all appointments and promotions until the goal of 50/50 gender distribution was met.

1. Appointments

44. With regard to appointments of one year or more, with an overall women's share of 37.2 per cent of all appointments made during the reporting period in the Secretariat at all levels (191 of 514), including appointments for field missions administered by the Department of Peacekeeping Operations, the rate of appointments falls short of the 50 per cent target set by the General Assembly, with the exception of the P-2 level. Thus, the target of achieving 50/50 gender balance will remain elusive, as the rates of recruitment of women have barely kept pace with replacement levels and the percentage of women recruited is even slightly lower than the percentage of women already serving the Organization (37.4 per cent). To meet the 50/50 goal of gender balance, departments and offices need to increase the number of women's appointments to at least 50 per cent or more at all levels.

45. More specifically, at the D-1 level and above, women made up 25.8 per cent of all appointments. At the P-1 to P-5 levels, women accounted for 38.8 per cent of all appointments. Out of seven appointments at the Under-Secretary-General level (14.3 per cent), one woman was appointed as the Special Representative of the Secretary-General in ONUB.[1] At the Assistant Secretary-General level, two out of six appointments were women (33 per cent), the Assistant Secretary-General for Mission Support in the Department of Peacekeeping Operations and the Assistant Secretary-General for Human Resources Management in the Department of Management.[2] At the D-2 level, 5 out of 24 appointments (20.8 per cent) and 9 out of 29 appointments at the D-1 level (31 per cent) were women. At the P-5 and P-4 levels, women comprised 14.5 per cent (8 out of 55) and 32.7 per cent of appointments (36 out of 110), respectively. At the P-3 and P-2 levels, women accounted for 41.9 per cent (75 out of 179) and 52.9 per cent (55 out of 104) of appointments, respectively. The goal of 50-per-cent gender balance in the appointment of Professional staff was achieved and exceeded only at the P-2 level, with 52.9 per cent of all appointments.

2. National competitive recruitment examination appointments

46. Women comprised 49.3 per cent (35 women and 36 men) of recruits from the national competitive recruitment examinations, compared to 62.3 per cent for the previous year. For the 2003 round of the examination, women comprised 41 per cent of those who applied (5,714 out of 13,994); 42 per cent of those who were convoked to the examinations (1,643 out of 3,911) and 42 per cent of those who were placed on the roster (72 out of 172). As to the breakdown within occupational groups, women accounted for 23 out of 34 successful candidates in legal affairs. However, there were only 5 women out of 37 successful candidates in information technology and 18 out of the 48 successful candidates in economics, highlighting the need to attract more women for these professional fields.

3. Promotions and transfers

47. While the General Assembly mandated 50/50 gender balance goal has not been met, better progress was made with regard to promotions and transfers than appointments.

48. During the reporting period, women accounted for 45.9 per cent of promotions from the P-1 to D-2 levels, or 146 out of 318 promotions. At the D-2 and D-1 levels, women constituted 55.6 per cent (5 out of 9) and 38.9 per cent of promotions (14 of 36). At the professional level, women's promotions accounted for 46.5 per cent (127 out of 273). At the P-4 and P-3 levels, women represented 51.4 per cent of promotions (54 out of 105 for P-4 and 36 out of 70 for P-3). The goal of gender balance in terms of promotions was met and exceeded at the D-2 and P-4/P-3 levels. In order to accelerate the achievement of 50/50 gender balance, promotion rates of women would have to exceed 50 per cent at all levels.

49. Of 122 lateral transfers for staff in the Professional and higher categories, 58 or 47.5 per cent were women. No women transferred laterally at the D-1 level. At the P-5 level, lateral transfers of women constituted 40 per cent (6 out of 15); at the P-4 level, 48.1 per cent (13 out of 27); at the P-3 level, 42.9 per cent (18 out of 42); and at the P-2 level, 61.8 per cent (21 out of 34).

4. Separations

50. A total of 783 staff members with appointments of one year or more in the Professional and higher categories separated from the Organization, owing to agreed termination, death, expiry of appointment, inter-agency or organizational transfer, resignation, retirement at age 60 or older and termination for health reasons. 59 per cent of all separations were due to the expiry of the appointment and 19 per cent due to retirement. Most frequently, staff members separated from field missions administered by the Department of Peacekeeping Operations: 53.3 per cent, or 418 separations.

51. Women accounted for 26.2 per cent of all separations (205 out of 783) and 13 per cent of separations at the level of D-1 and above. Women separating from the Organization constituted 53 per cent of all inter-agency or organizational transfers (10 out of 19); 39 per cent of resignations (37 out of 94); 25 per cent of retirements (37 out of 148); 24 per cent of separation due to expiry of appointment (108 out of 459); 20 per cent of agreed terminations (11 out of 56) and 33 per cent of deaths (2

out of 6). In field missions, women represented 23 per cent (84 out of 359) of separations as a result of expiry of appointments.

52. A more detailed analysis, from exit interviews of the causes of the inter-agency or organizational transfers, resignations and agreed terminations, would assist in better assessing the viability of this pool of staff for purposes of better retention of women. The pool of women who separate on account of expiry of contract, largely in field missions administered by the Department of Peacekeeping Operations, may also constitute an important source of qualified women from which to draw on to increase the representation of women in the Organization at large and in that Department in particular. In addition, a trend analysis over time of separations by category may reveal patterns that are not noticeable in a one-year review of data.

5. Attrition rates, 2004-2008

53. In its resolution 58/144, the General Assembly requested the Secretary-General to provide gender-segregated attrition rates for all organizational units and at all levels. At the time the present report was prepared, data on attrition rates for some levels in the Professional category was not available. A more detailed analysis of attrition will be presented in the next report on the improvement of the status of women in the United Nations system. For the purposes of the present report, retirement rates have been used as the most predictable element of available data on attrition.

54. According to the forecasts of the Office of Human Resources Management on the attrition or retirement rates, contained in the report of the Secretary-General on the composition of the Secretariat (A/59/299), a total of 1,689 Secretariat staff, or 14.6 per cent of the current overall workforce, will reach the mandatory retirement age during the period from 2004 to 2008. An average of 338 staff will retire each year, ranging from a low of 204 in 2004 to a high of 429 in 2008. During this period, 149 directors will retire, accounting for 8.8 per cent of all retirements. A total of 548 staff (32.4 per cent) will retire from the Professional category and 992 staff (58.7 per cent) from the General Service and related categories.

55. While, during the 2004-2008 period, more women than men will retire (867 women, compared to 822 men), in the Professional and higher categories, nearly two out of every three retirees will be male (P-2 to D-2: 64.8 per cent of men). The forthcoming retirements present important opportunities for substantial improvement in geographical and gender distribution.

56. More specifically, the most significant potential for achieving gender balance will be at the P-5 to D-2 levels. For example, at the P-5 level, 29.1 per cent of the present number of staff need to be replaced, while at the D-2 and D-1 grades, these needs are even higher, namely, 38.5 per cent. Retirement rates at these levels will be important, for example, in the Department of Economic and Social Affairs, the Department of Political Affairs and in ESCWA, where the attrition will account for over 15 per cent of the present staff in the Professional and higher categories. In most other departments, at these levels, the attrition rates are expected to be between 5 and 15 per cent of their present staff. The following departments fall into this category: the Department for Disarmament Affairs, the Department for General Assembly and Conference Management, the Department of Management (the Office of the Under-Secretary-General, the Office of Central Support Services, the Office of Human Resources Management, the Office of Programme Planning, Budget and

Accounts), the Department of Public Information, the Department of Peacekeeping Operations/Office of Mission Support; the Office for the Coordination of Humanitarian Affairs; the Office of the United Nations High Commissioner for Human Rights; the Office of Internal Oversight Services; the Office of Legal Affairs; the Executive Office of the Secretary-General, UNCTAD; UNEP, UN-Habitat, the United Nations Office on Drugs and Crime; the United Nations Office at Geneva, the United Nations Office at Vienna, the Office of the United Nations Security Coordinator, ECA, ECE and ESCAP.

G. Gender distribution in the Field Service

57. In the Field Service category, women constitute 23.4 per cent (325 out of 1,387), slightly more than a year ago. There is only one woman out of 90 staff at the FS-6 and FS-7 levels. Women in this category of staff are mostly concentrated in lower-level posts at the FS-2 and FS-3 levels, with 43.2 per cent and 34.7 per cent, respectively.

H. Gender distribution of staff in the General Service and related categories

58. Women continue to constitute the majority of staff members in the General Service category, with 62 per cent as at 30 June 2004 (4,191 women out of 6,751 staff). Appointments of staff in this category are currently frozen pursuant to General Assembly resolution 58/270 of 23 December 2003. Prior to the freeze, 55 per cent (43 out of 74) recruitments were women. In terms of promotions in the General Service category, women accounted for 55.9 per cent (382 out of 683) of promotions. With respect to lateral moves, women represented 70.3 per cent (102 of 145). In terms of separations, women made up 60.8 per cent of all separations (284 out of 467), which is representative of the overall percentage of women in this category.

59. In the Security and Safety Service and Trades and Crafts categories, women continue to be severely underrepresented, accounting for only 11.6 per cent (26 women out of 224 staff) and 3.5 per cent (6 out of 172), respectively.

IV. Trends and projections in the improvement of the status of women in the Professional and higher categories

60. The present section provides an overview of trends and projections in the representation of women in the Professional and higher-level categories for staff with appointments of one year or more and separately, those on posts subject to geographical distribution. The trends in the representation of women by grade confirm, with the current year's variations, those identified in the last report of the Secretary-General (A/58/374, paras. 32-42). For illustrative purposes, the projections show, by department and office, and assuming a linear trend in available data, the date at which the gender balance goal would be reached.[3] For staff in the Professional and higher categories on posts subject to geographical distribution, all projections are estimated on the basis of the observed trends in the representation of women over the period from 30 June 1994 to 31 March 2004. Since data for the broader category of staff in the Professional and higher categories with appointments

of one year or more is available only as at 1998, projections are estimated on the basis of the representation of women in the six-year period from 30 June 1998 to 31 March 2004.[4] The statistical trends and hypothetical projections are intended to assist delegations and the Secretariat to gauge successes and challenges in achieving the 50/50 gender balance goal overall in the Secretariat, by grade and by department.

A. Trends and projections in the representation of women in the Professional and higher categories with appointments of one year or more, 1998-2004

61. In the Professional and higher categories, in staff with appointments of one year or more, over the six-year period, the representation of women grew at a disturbingly slow rate, on average by 0.4 per cent per year (see table 3).

Table 3
Trends in the representation of women in the Professional and higher categories with appointments of one year or more, 30 June 1998 to 31 March 2004
(percentage)

Level	*30 June 1998*	*30 June 1999*	*30 June 2000*	*30 June 2001*[5]	*30 June 2002*	*30 June 2003*	*31 March 2004*	*Cumulative change 1998-2004*	*Annual average change*
USG	11.1	9.4	6.5	11.8	10.5	13.9	13.9	+2.8	0.5
ASG	13.0	14.3	11.5	10.8	12.5	15.0	18.4	+5.4	0.9
D-2	18.8	21.6	20.8	17.9	21.6	24.6	29.7	+10.9	1.8
D-1	23.7	28.1	29.3	30.1	28.7	28.9	31.8	+8.0	1.3
P-5	29.3	30.0	32.6	29.5	29.3	30.1	31.2	+1.9	0.3
P-4	32.3	33.7	33.5	31.4	31.4	31.5	32.7	+0.4	Negative
P-3	39.4	39.5	40.2	36.9	38.0	39.9	41.8	+2.3	0.4
P-2	45.4	48.2	50.1	48.0	48.7	50.1	50.5	+5.0	0.8
P-1	64.3	77.8	50.0	60.6	63.2	63.6	83.3	+19.0	3.2
Total	**34.6**	**35.8**	**36.5**	**34.6**	**34.9**	**35.7**	**37.1**	**+2.5**	**0.4**

Source: Office of Human Resources Management.

62. The overall growth accounted for 2.5 per cent, from 34.6 per cent (1,141 out of 4,164) in 1998 to 37.1 per cent (2,024 out of 5,458) in 2004. Assuming that the observed trends continue at some levels, the target of 50 per cent women with appointments of one or more years will remain elusive (see annex IV (a)). At other levels, such as the P-5 level, achievement of the gender balance goal would remain several decades away; at the P-4 level, the tendency is towards stagnation (0.4 per cent growth).

63. In comparison to the overall growth (2.5 per cent cumulatively during the period from June 1998 to March 2004), table 3 shows that, at the senior levels of

Under-Secretary-General, Assistant Secretary-General, D-2 and D-1, the increase in the representation of women was better (2.8 per cent for Under-Secretary-General, 5.4 per cent for Assistant Secretary-General, 10.9 per cent for D-2 and 8.1 per cent for D-1). Despite this progress, at these rates, hypothetical projections indicate that gender balance could be achieved on average in 17 to 21 years at only the D-1 and D-2 levels. Although not fully satisfactory, the situation of women's representation in senior posts is more controllable. The numbers of posts at these levels are relatively smaller and recruitment of one or two staff members within these grades greatly affects the overall percentage.

64. In the Professional category, where the majority of posts are concentrated (see annex IV (b)), with the exception of the P-2 level where gender balance has been reached (50.8 per cent), hypothetical projections assuming a continuation of observed trends, are less encouraging. At the P-4 level, the representation of women shows a growth of only 0.4 per cent. At the P-5 level, the overall growth was only 1.9 per cent. Assuming the continuation of the observed trends and all other variables remaining constant, gender balance could not be achieved at the P-4 level, since at this rate, the total number of women reaching this level has barely kept pace with replacement levels. At the P-3 level, which is the most populous level (31.5 per cent of all Professional and higher posts), the representation of women in the period from 1998 to 2004 increased cumulatively by 2.3 per cent. This rate is insufficient, especially in view of the large population of staff involved.

65. Analysis of trends and hypothetical projections by department and office confirms the trends identified in the representation of women by grade (see annex V). From 1998 to 2004, of a total of 38 departments and offices, eight had achieved the 50/50 gender balance goal. These departments and offices represent only 9 per cent (518 of 5,449 posts) of the total number of Professional and higher-level staff with appointments of one year or more.

66. Assuming the continuation of observed trends, by 2013, an additional 11 departments and offices, representing 26 per cent (1,418 of 5,459 posts) of the total number of Professional staff will meet the gender balance goal. By 2093, an additional 9 departments and offices, representing 34 per cent (1,876 of 5,449 posts) will meet the gender balance goal. If the Department of Peacekeeping Operations and staff administered by the Department's Office of Mission Support are added to this hypothetical projection, gender balance becomes more elusive.

67. At the current replacement levels of women, two departments and offices, representing 3 per cent (162 of 5,449 posts) of all Professional and higher-level staff will continue to face gender imbalance, unless they intensify and redirect their efforts so as to reverse the current trend and move forward with regard to attaining the 50/50 gender balance goal. In addition, five departments and offices representing 2 per cent (85 of 5,449) have too small a sample size, or insufficient data, for hypothetical projections.

1. Appointments

68. The General Assembly has been consistent over the past few years in requesting the Secretary-General to monitor closely the progress made by departments and offices to ensure that the appointment and promotion of suitably qualified women represents at least 50 per cent of all appointments and promotions until the goal of 50/50 gender distribution is met.

69. A review of trends from 1 July 1998 to 30 June 2004 reveals in the Professional and higher categories that the percentage of appointments of women has fluctuated from a low of 33.2 percentage points to a high of 40.7 (see table 4). However, after a dramatic drop of over 7 per cent between July 2001 and June 2002, the trend has resumed its upward climb, suggesting that, with systematic and intensified efforts, stricter adherence to policy may lead to the required steady increase in trends. The reasons for the dramatic drop remain to be examined.

Table 4
Percentage of women appointed to Professional and higher-level posts in the United Nations Secretariat, 1 July 1998 to 30 June 2004

	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Change from previous year*
July 1998 to June 1999	0.0	0.0	55.6	27.3	31.8	26.2	31.8	64.5	**40.1**	-
July 1999 to June 2000	0.0	0.0	42.9	31.3	35.3	20.0	44.6	51.5	**40.5**	+0.4
July 2000 to June 2001	20.0	0.0	0.0	20.0	14.6	32.1	45.6	55.8	**40.7**	+0.2
July 2001 to June 2002	9.1	10.0	21.4	19.2	12.1	22.7	34.9	56.6	**33.2**	-7.5
July 2002 to June 2003	20.0	28.6	11.8	13.6	31.3	24.8	-	61.9	**38.5**	+5.3
July 2003 to June 2004	14.3	33.3	20.8	31.0	14.5	32.7	41.9	52.9	**37.2**	-1.3

Source: Office of Human Resources Management.

2. Promotions

70. Analysis of promotions of women with appointments of one year or more in the Professional and higher categories between the period from 1 July 1998 to 30 June 2004 indicates that annual fluctuations do not exceed a 5 per cent range from a high of 47.1 per cent in June 2001 to a low of 42.3 per cent in June 2003 (see table 5). The achievement of 47.1 per cent indicates that the goal is clearly attainable with more systematic adherence to gender balance policy.

Table 5
Percentage of women promoted to Professional and higher-level posts in the United Nations Secretariat, 1 July 1998 to 30 June 2004

	D-1	*P-5*	*P-4*	*P-3*	*P-2*	***Total***	*Change from previous year*
July 1998 to June 1999	53.8	43.2	46.0	47.3	64.3	**45.5**	-
July 1999 to June 2000	32.3	36.4	41.3	50.9	75.0	**43.1**	-2.4
July 2000 to June 2001	35.1	39.2	51.3	53.8	100.0	**47.1**	+4.0
July 2001 to June 2002	44.0	45.6	40.2	44.4	59.1	**43.7**	-3.4
July 2002 to June 2003	33.3	40.7	37.6	56.1	-	**42.3**	-1.4
July 2003 to June 2004	38.9	39.8	51.4	51.4	11.1	**45.7**	+3.4

Source: Office of Human Resources Management.

B. Trends and projections in the representation of women in the Professional and higher level categories with appointments of one year or more on posts subject to geographical distribution, 30 June 1994 to 31 March 2004

71. Over the past 10 years, the representation of women in this group grew on average by 1 per cent per year, from 32.6 per cent (830 out of 2,550 posts) in 1994 to 42.5 per cent (1,441 out of 2,506 posts) in 2004. Assuming a linear projection of the observed trends, gender balance would be achieved in the year 2012 (i.e., in eight years).

72. The largest increases were observed in senior positions, including the Under-Secretary-General and Assistant Secretary-General, D-2 and D-1 levels, where the representation of women increased respectively by 11.2 per cent, 20.2 per cent, 15.5 and 23.1 per cent (see table 6).

73. In the Professional category, the results achieved are more modest: at the P-5 level, the representation of women increased by 10.5 per cent and at the P-4 level, by 5.2 per cent, while at the P-3 and P-2 levels, the increase was by 10.8 and 7.3 per cent, respectively. At the latter two levels in this category, with 50.1 and 52.8 per cent, the goal of gender equality has been achieved. However, these gains have not yet resulted in an increase in women's representation at the P-4 and higher levels. At the P-4 level, in particular, the trend points to the smallest increase, among all other grades, in women's representation in the past 10 years. This suggests the existence of a "glass ceiling" at this level, preventing qualified women from moving upwards from the P-3 level to P-4 and P-5 positions. This needs to be further examined in cooperation with the Office of Human Resources Management.

Table 6
Representation of women in the Professional and higher-level categories with appointments of one year or more on posts subject to geographical distribution, 1994-2004
(percentage)

Level	*30 June 1994*	*30 June 1995*	*30 June 1996*	*30 June 1997*	*30 June 1998*	*30 June 1999*	*30 June 2000*	*30 June 2001*	*30 June 2002*	*30 June 2003*	*31 March 2004*	*Change 1994-2004*	*Average annual change over period*
USG	10.5	10	4.8	5.5	8.3	8.7	9.1	17.4	16.7	20.8	21.7	+11.2	1.1
ASG	11.1	14.3	6.7	14	20	17.6	20	23.5	23.5	23.5	31.3	+20.2	2.0
D-2	18.7	19.4	19.7	19	22	23.2	25.7	23.3	29.4	31.2	34.2	+15.5	1.6
D-1	14.7	17.2	19.3	22	29	34.3	35.8	38.3	37.8	36.3	37.8	+23.1	2.3
P-5	24.5	28.3	27.8	33	31	31.6	33.1	32.3	32.5	34.7	35.0	+10.5	1.1
P-4	33.8	33.7	34.9	34.4	36	36.6	37.3	38.7	38.3	37.2	39.0	+5.2	0.5
P-3	39.3	39.7	40.6	42.4	42	44.3	44.7	45.2	46.9	49.1	50.1	+10.8	1.0
P-2	45.5	47.6	49.7	48	47	47.5	48.8	52.1	54.2	55.3	52.8	+7.3	0.7
P-1	100	-	-	-	-	-	-	-	-	-	-	-	-
Total	**32.5**	**34.1**	**35.1**	**36.6**	**37**	**38.1**	**39.2**	**40.2**	**41**	**41.8**	**42.5**	**+10.0**	**+1.0**

Source: Office of Human Resources Management.

V. Recent activities undertaken towards achieving gender balance in the Secretariat

A. Human resources planning and monitoring

74. The human resources action plans are a major tool to monitor biennial targets for key human resources areas, including gender balance. A total of 26 departments or offices participate in the current cycle for the period from 2003 to 2004. Heads of departments are accountable to the Secretary-General for meeting targets established for their respective departments. Two indicators are currently used for women's representation: maintaining gender balance or increasing representation towards gender balance, and selecting women candidates in at least 50 per cent of selection decisions, taking into account the requirements of Article 101.3 of the Charter of the United Nations and relevant decisions of the legislative bodies.

75. In 2003, the Office of Human Resources Management expanded its monitoring activities by including on-site monitoring missions covering a broad range of human resources management issues. These missions have been useful for sensitizing peacekeeping and peace-building missions and departments on areas of corporate responsibility, including gender issues. In order to strengthen departments' capacity in human resources monitoring and planning, the Office of Human Resources Management is in the process of developing a web site that will provide programme managers and human resources practitioners with electronic access to information necessary for decision-making. The web site will include interactive and updated statistical reports.

B. Staff selection system

76. In its resolution 58/144, the General Assembly strongly encouraged heads of departments and offices to continue selecting female candidates when their qualifications were the same as, or better than, those of male candidates, and to effectively encourage, monitor, and assess the performance of managers in meeting targets for improving women's representation. Prior to the introduction of the current staff selection system,[6] special measures for the achievement of gender equality as promulgated in administrative instruction ST/AI/1999/9 constituted one of the main tools for operationalizing the above principle in guiding both programme managers and joint appointment and promotion bodies when making selection decisions. Under the new staffing system, because responsibility and accountability have passed to heads of department under the human resources action plans, these special measures now need to be adapted to the new system and promulgated.

77. The Office of the Special Adviser on Gender Issues and Advancement of Women participates in the deliberations of the central review bodies in an advisory capacity to ensure that the gender targets as mandated by the General Assembly are taken into account in selection decisions. Where there are grounds to suggest that the women candidates have not been adequately evaluated by the programme case officer, the case is returned by the central review body to the department or office with a request for clarification and/or more detailed evaluation and, in some cases,

with a recommendation that qualified women candidates be interviewed and, if they meet the evaluation criteria, be put on the list of recommended candidates.

78. Under the new staff selection system, candidates included in a list endorsed by a central review body, other than the candidate selected for a specific position, are placed on a roster of candidates pre-approved for vacancies of similar functions. Within one year of being placed on the roster, candidates may be placed against positions of their level in the same occupational group without review by the central review bodies. With this pool of pre-qualified women candidates readily available, and without the need to return to the central review body to be assigned to posts as they become available, departments should be able to advance more rapidly towards the gender balance goal.

C. Departmental focal points

79. The General Assembly, in its resolution 58/144, welcomed the commitment of the Secretary-General to better integrate the departmental focal points into the new staffing system (paragraph 5 (i)) and encouraged consultation between heads of departments and offices with departmental focal points on women during the selection process (paragraph 6 (e)). Given the delegation of authority to programme managers under the current system, the monitoring and advisory role of the focal points, as defined in the Secretary-General's bulletin ST/SGB/1999/19, has become restricted and lacks clarity. Therefore, the terms of reference of departmental focal points need to be adjusted to ensure the latters' effective role in establishing and monitoring the department's gender targets; advising on the selection of women candidates, contributing to the development and monitoring of the human resource action plans; and monitoring the implementation of work/life policies.

80. In view of the above, the Office of the Special Adviser on Gender Issues and Advancement of Women has continued to work with the Office of Human Resources Management to promulgate new terms of reference for the departmental focal points, which are in an advanced stage. Furthermore, the Office of the Special Adviser will continue to work with substantive departments to designate focal points at a sufficiently high level, as requested in paragraph 5 (e) of resolution 58/144. There are currently 60 departmental focal points and alternates, at levels ranging from G-6 to D-1, the majority of which are clustered at the P-3 and P-4 levels.

D. Sexual harassment policy

81. In paragraph 6 (h) of its resolution 57/180 of 18 December 2002, the General Assembly requested the Secretary-General to strengthen the policy against harassment, including sexual harassment by, inter alia, ensuring the full implementation of the guidelines for its application at Headquarters and in the field, including in field operations, and further requested the early issuance of the directive on sexual harassment prepared by the Department of Peacekeeping Operations, as well as user-friendly guidelines on sexual harassment to be prepared for the United Nations system by the Office of the Special Adviser on Gender Issues and Advancement of Women and the inter-agency working group. In paragraph 6 (i) of resolution 58/144, the Assembly requested the Secretary-General to continue to

work to strengthen further the policy against harassment, including sexual harassment, by ensuring the full implementation of the guidelines for its application at Headquarters and in the field.

82. The Secretary-General fully shares the views of the General Assembly regarding the issue of creating a work environment in the United Nations system that is free of harassment, especially sexual harassment, and remains firmly committed to a zero-tolerance policy in this regard.

83. In support of these efforts, the Office of the Special Adviser worked with the Department of Peacekeeping Operations to draft and issue the Directive on sexual harassment in United Nations peacekeeping and other field missions: for military members of national contingents, military observers and civilian police officers. Similarly, using the Department of Peacekeeping Operations directive as a basis, the Office of the Special Adviser has prepared draft guidelines on sexual harassment applicable to all staff of the Secretariat and will continue to work with relevant departments and offices, particularly the Executive Office of the Secretary-General, the Department of Management and its Office of Human Resources Management, for their promulgation. At the same time, the Office of Human Resources Management is preparing a revision of the policies and procedures to be used in cases of harassment, including sexual harassment, and is consulting on the subject with other offices and staff representatives.

E. Work/life policies

1. Spousal employment

84. The issue of spousal employment remains a major challenge and concern, especially for women, but increasingly also for men, with significant implications for staff mobility, retention and recruitment. Progress within the Secretariat has included the establishment of spouse support and self-help networks in many duty stations, increased use of employment networks, such as partnerjob.com and information sessions on relevant dimensions of the labour market.

85. In 2004, the United Nations joined partnerjob.com, a self-financing, non-profit organization which aims at facilitating mobility of its members' employees by helping to find jobs for their spouses. Partnerjob.com provides to member organizations a web-based database of job openings worldwide posted by members and other authorized organizations and curricula vitae of members' spouses or partners. As at June 2004, 305 spouses or partners of United Nations staff members had been registered, making the United Nations Secretariat the second largest user of the database. However, only 44 spouses had posted their curricula vitae on the web site.

2. Flexible working arrangements

86. The Secretariat introduced flexible working arrangements as at 1 February 2003, following a six-month pilot.[7] The following options are available at the discretion of the programme manager: staggered working hours, compressed work schedule (10 working days in 9), scheduled break for external learning and telecommuting.

87. As at June 2004, all but two departments or offices had implemented some form of flexible working arrangements. A total of 2,410 staff members Secretariatwide are participating in the arrangements.[8] Staggered working hours (83.4 per cent) and compressed work schedule (14.6 per cent) constitute the two most used options. Telecommuting and scheduled break for external development activities constitute only 1.6 per cent and 0.4 per cent, respectively, of overall usage. The breakdown by category is: General Service and related categories (58.5 per cent); Professional staff (39.4 per cent) and Director level and above (2.1 per cent). Women constitute 55.1 per cent of users and the majority of users within each option.[9] It is noteworthy, however, that at the D-1 level, where overall usage is only 2.1 per cent, the majority of the users are men (64.7 per cent).

3. Paternity leave

88. At its fifty-eighth session, the International Civil Service Commission decided that up to four weeks' paid leave for paternity purposes should be granted to staff at Headquarters and family duty stations, and up to eight weeks for staff at non-family duty stations.

F. Staff development: gender sensitivity training

89. The Office of Human Resources Management offers specifically tailored programmes dealing with diversity and gender issues in the workplace. A staff development programme on diversity, which included a module on gender issues, was delivered to all staff of the Security and Safety Service at United Nations Headquarters during the autumn of 2003 and has been revised for delivery to departments and offices upon request. During the reporting period, the United Nations Office at Nairobi offered two workshops on "Achieving work/life balance for men and women in the workplace" and "Avoiding burn-out and developing emotional intelligence for men and women in the workplace". In addition, all staff development programmes in areas related to leadership, management and administration address gender issues and support a gender-sensitive environment.

90. Gender breakdown of data on usage and participation in training programmes, especially career-centred activities at Headquarters, indicate a significantly higher usage by women in all categories of programmes. On average, the participation of women is more than twice that of men.

G. Performance management

91. Respect for diversity and gender is included as a mandatory indicator in the electronic performance appraisal system (e-PAS). The specific behavioural indicators for respect for diversity and gender include, inter alia, "treats men and women equally" and "includes a gender perspective in substantive work". These core values must be evaluated by the first reporting officer at the end of each PAS cycle. As an additional accountability mechanism, it is suggested that the performance appraisal of heads of departments and offices include a specific indicator on gender balance.

H. Counselling

92. The Office of the Special Adviser on Gender Issues and Advancement of Women continued its work in collaboration with the Office of Human Resources Management, the Ombudsman and the Panel of Counsel, to sort out and provide grievance redress, counselling, referrals and responses to inquiries of female staff members. The Office of the Focal Point for Women was approached predominantly by women staff and women seeking posts in the United Nations or the United Nations system and/or seeking redress for grievances that dealt primarily with lack of promotion or career opportunities, facilitating transfers for family reasons and perceived cases of harassment and misuse of power. Counselling and or referrals were given in all cases.

I. Issues related to General Service staff

93. General Service staff make up more than half of the Organization's human assets; the majority of them are women. The problems related to this category of staff, in particular the lack of career development, have been discussed in several previous reports on the improvement of the status of women. The sense of career stagnation is particularly acute among women staff members, since many of them are blocked in occupations with a low-grade ceiling. Moreover, even those who have reached the top levels of the category have little opportunity for vertical career development, with the exception of the G to P examination. During the period under review, only nine staff members were promoted to P-2 posts through the G to P examination. Of those, 22 per cent, or two, were women. For 2004, seven posts are expected to be available for candidates who have passed the examination.

94. As called for in action 27 of the report of the Secretary-General, entitled "Strengthening of the United Nations: an agenda for further change" (A/57/387), a plan for enhancing opportunities for the General Service staff has been developed through a broad consultative process with staff and managers. Currently, General Service functions, responsibilities and competencies are being reviewed and improvements to the system of General Service recruitment, induction and career planning across functions, within a duty station and field missions, are being developed.

95. It is still too early to evaluate the influence of the introduction of the freeze on recruitment of General Service staff from 1 January 2004. However, preliminary consideration shows that the freeze does not affect the gender distribution in the General Service and related categories of staff and that, at least at the initial stage, it leads to improved opportunities for lateral and upward mobility which, given the predominance of women in this category, has a positive impact on their situation.

VI. Analysis of the causes of slow progress in the improvement of the status of women

96. To accelerate progress towards achieving the goal of gender balance, the General Assembly requested, in its resolution 57/180, that further analysis of the probable causes of the slow advance in the improvement of the status of women in the United Nations system be undertaken. Since, for financial and technical reasons,

the analysis could not be completed for its fifty-eighth session, the Assembly reiterated its request, in resolution 58/144, that a research-based analysis of the probable causes of the slow advancement in the improvement of the status of women in the United Nations system be prepared, with a view to elaborating new strategies for achieving gender parity.

97. As a first phase of the project, the Office of the Special Adviser on Gender Issues and Advancement of Women conducted a research-based analysis of the improvement of the status of women in the Secretariat, using empirical data, an audit of human resources management policies and practices and interviews with both women and men belonging to the General Service, Professional and higher categories at the four duty stations of Addis Ababa, Bangkok, Geneva and New York. The second phase of the research-based analysis covering the United Nations system will be carried out by the Office of the Special Adviser in early 2005 and reported on at the next session of the General Assembly.

98. The present analysis covers six areas: recruitment and selection processes; progress within the Secretariat; accountability; working climate and culture; informal barriers to gender balance; and regional ability to meet the 50/50 gender distribution target.

99. The present report highlights the major findings and conclusions of the analysis. It focuses on the challenges that must be addressed if real progress is to be made in the achievement of gender balance in the Secretariat. It also includes measures (1 to 36) with a view to creating new strategies for achieving gender parity. To the extent possible, the measures are aimed at achieving the goals of gender balance and geographic distribution.

100. The measures were prepared on the basis of the research-based analysis and in collaboration with the global network of departmental focal points for women (approximately 60 departmental focal points and alternates). The analysis and recommendations for action were also subsequently shared with the Office of Human Resources Management and other relevant offices of the United Nations Secretariat, for further review, consultation and their incorporation into relevant forthcoming proposals and strategies.

A. Recruitment and selection processes

1. Recruitment

101. In the area of recruitment, three channels were analysed: the national competitive recruitment examinations for entry into P-1 and P-2 posts; identification and recruitment of suitable women candidates for posts from the P-3 to the D-1 levels; and strengthening of recruitment sources for senior positions from the D-2 to the Under-Secretary-General levels.

102. With regard to the examination, the overall figures available suggest a declining ratio of women to men: from 1996 to 2001, at least 50 per cent of the candidates placed on the roster through the examination process were women. In 2002 and 2003, these numbers decreased to 44 and 42 per cent, respectively. The placement on the roster of less than 50 per cent women through the examination may affect the ability to maintain the 50/50 ratio in P-2 appointments and may cause a reversal of achieved gender balance at the P-2 level.

103. Further research would be necessary to determine whether women from unrepresented and underrepresented countries and/or developing countries may be blocked from entry into the national competitive examination because of their restricted access to both the labour market and the Internet. In addition, the frequent allotment of P-2 posts across duty stations could constitute a limitation to the acceptance rates of P-2 posts by women, who may be more constrained by family and/or cultural issues. To increase the representation of women from unrepresented and underrepresented countries, the following recommended measure is under review:

Measure 1. Carry out an analysis of the national competitive recruitment examination post applications and acceptance rates of men and women by country to determine whether application and acceptance decisions manifest any gender-related trends.

104. With regard to recruitment for mid-Professional levels, the analysis revealed that the system of posting vacancy announcements on the Galaxy system web site is not sufficiently proactive nor targeted to attract the most qualified women candidates for these posts, with a special focus on wide geographic distribution among women. The web-based application process may indirectly discriminate against potential women applicants, particularly in developing countries, who have less access to Internet connections.

105. Recent data on numbers of applicants to vacancy announcements illustrate the need to widen the methods of outreach for recruitment. For the period from 1 July 2003 to 30 June 2004, women constituted 29 per cent of all applicants through the Galaxy system. However, when broken down by eligibility of the candidates, women constituted 38 per cent of all 15-day candidates (lateral moves), 47.4 per cent of 30-day candidates (promotions), but only 28.8 per cent of 60-day (external) candidates. The latter indicates that current methods of advertising vacancies do not attract sufficient numbers of external women candidates, whose selection in sufficient numbers is crucial to accelerate progress towards 50/50 gender balance. During the period under review, women constituted 36.6 per cent of interviewed candidates and 42.6 per cent of selected candidates. More than 50 per cent of the candidates selected would have to be women in order to accelerate progress and attain the 50/50 goal set by the General Assembly.

106. In addition, at the mid-Professional levels, the vacancy announcements often contain highly specialized evaluation criteria, as well as overly restrictive education and experience criteria, that may exclude an entire set of women applicants who may qualify on the broader basis of their overall competencies. To broaden the pool of women applicants at the mid-Professional levels, the recommended measures for review include:

Measure 2. To target an expanded pool of potentially qualified women applicants, the Office of Human Resources Management should:

(a) **Circulate forthcoming vacancies to national machineries for women, national women's organizations, women's professional associations and universities;**

(b) **Create a gender-disaggregated database of consultants, contractors, and staff on short-term appointments and field assignments and circulate vacancy announcements to this group;**

(c) Create a gender-disaggregated staff selection roster that can be easily accessed by departmental focal points for women in the identification of suitable candidates for posts in their departments.

Measure 3. Central review bodies review, in consultation with departmental focal points, the formulation of education, work experience and evaluation criteria in the vacancy announcements in order to ensure that they are sufficiently broad.

107. At the D-2, Assistant Secretary-General and Under-Secretary-General levels, there is a lack of systematized information on qualified female candidates, especially from the developing, unrepresented and underrepresented countries, which hinders the ability of the Secretary-General to appoint women to those posts. To target women applicants for posts at the D-2 level and above, the following measure is recommended for review:

Measure 4. Realign personnel and budgetary resources within the Office of Human Resources Management and/or the Office of the Special Adviser on Gender Issues and Advancement of Women to:

(a) Form linkages with global online recruitment web sites to search databases for women matching specific criteria;

(b) Advertise vacancies for all high-level posts;

(c) Circulate forthcoming vacancies to national machineries for women, national women's organizations, women's professional associations and universities;

(d) Identify and widely circulate terms of reference and profiles required for special envoy and special representative posts;

(e) Ensure timely succession plans for posts at the D-2 and higher levels;

(f) Systematically gather and compile information on highly qualified women candidates for senior posts.

2. Selection

108. The current staff selection system places accountability for delivering gender targets in the human resource action plans in the hands of programme managers. The system makes it easier for managers to choose male candidates because they are not asked to justify their final decisions. The central review bodies are not involved in the actual selection process and are thus unable to impact the final decisions. In contrast to the role played by the previous staff selection system, in which the appointments and promotions bodies and the representative from the Office of the Special Adviser on Gender Issues and Advancement of Women, which had more substantive roles in the selection process, the central review bodies currently play primarily advisory and procedural roles. The following measures are recommended for review to ensure that women candidates are considered in the selection process:

Measure 5. The Office of Human Resources Management and the Office of the Special Adviser on Gender Issues and Advancement of Women, in consultation with heads of department or office, central review bodies and departmental focal points, develop effective special measures adapted to the current staff

selection system. These measures may be applied in reverse if the gender imbalance in the department or office is in the opposing direction.

109. In addition, it is essential that the central review bodies and the departmental focal points for women have sufficient authority to monitor the performance of departments and offices in reaching their gender targets. Accordingly the following measure is recommended for review:

Measure 6. Strengthen the mandate of the central review bodies to:

(a) Monitor the achievement of departmental geography and gender targets on a case-by-case basis, paying special attention to qualified women candidates, particularly from unrepresented and underrepresented countries, on the list of recommended candidates and/or qualified women candidates from the pool of applicants who were not interviewed;

(b) Require programme managers to justify their selection decisions to the Office of Human Resources Management in departments with gender imbalance, when no women are among the recommended candidates;

(c) Strongly encourage programme managers to select women candidates when their qualifications are the same as those of male candidates;

(d) Encourage programme managers to select women from the roster of candidates pre-approved by central review bodies.

Measure 7. To facilitate the work of the central review bodies, prior to making submissions to the bodies, departmental focal points for women should:

(a) Have access via the Galaxy system to applications from women candidates applying for vacancies in their department or office;

(b) Assist programme managers to formulate and review the evaluation criteria in the vacancy announcements before they are submitted to the central review bodies, select qualified women candidates to be interviewed, ensure that interview panels are gender balanced and that departmental focal points participate as panel members;

(c) Review the list of recommended candidates and systematically submit comments to the central review bodies directly or through the Office of the Special Adviser on Gender Issues and Advancement of Women (who serves in an advisory capacity on the central review bodies), if qualified women candidates are not included on the list;

(d) Participate in the discussion, finalization and monitoring of the gender targets in their department's human resources action plans.

B. Progress within the Secretariat

1. G to P examination

110. Within the Secretariat, women represent a majority of the General Service category (62 per cent), in which there are significant numbers of women with advanced qualifications. The analysis revealed that progression for this category of staff, however, is severely restricted, owing to the need to pass the G to P exam and the imposed limitation of 10 per cent of vacant P-2 posts. The interviews conducted

with General Service staff also indicated that the current system is widely regarded as inequitable and a source of demotivation. General Service staff on short-term field assignment feel that their increased responsibility in the field is not considered in the promotion process to the P-2 level. The following measures are recommended for review to expand opportunities for promotion from the General Service to Professional levels:

Measure 8. Request the General Assembly to allot 25 per cent of P-2 posts to successful candidates of the G to P examination.

Measure 9. Intensify inter-agency cooperation to facilitate mobility of General Service staff to Professional posts in United Nations agencies where G to P restrictions do not apply.

Measure 10. Develop a system of recognizing increased responsibility undertaken by General Service staff while on field assignments.

2. Career progression for staff at the Professional levels and above

111. Career progression in the Professional category refers to both lateral and vertical career moves, which entails formal and informal processes that may affect women and men differently. The internal placement and reassignment practices within departments differ widely, as does the identification of posts available for promotion. More data is required to provide a comprehensive understanding of the nature of career progression within the Secretariat. To expand gender-disaggregated data on promotions, career progression and retention and attrition rates, the following measures are recommended for review:

Measure 11. Conduct a global comparative analysis, including biographical data, performance appraisal ratings, promotion rates, salary rises and assignments of women and men entering the Organization at different levels and within different time frames. Include staff on short-term appointments, consultants and individual contractors and track gender differences in recruitment levels, reappointments, retentions, grade progressions and mobility.

Measure 12. Incorporate gender-related indicators and questions on separation and retention issues, work/life balance and managerial culture into exit interviews.

3. Mobility

112. A key component of career progression is the need for mobility across jobs, departments and duty stations. The analysis revealed that women staff in the Secretariat are likely to be at a disadvantage with respect to mobility, owing to four key issues: family constraints; informal networking; the need to have a sponsor; and proactive career planning. Women's mobility across duty stations may be restricted by family constraints, including spouse employment. Informal networking in the Organization is often needed to obtain posts; interviews with both women and men revealed that women were less likely than men to participate in these informal networks. The importance of sponsors or mentors in facilitating moves cannot be overestimated; the interviews revealed that women were less likely than men to obtain sponsors. Finally, the interviews showed that women were less likely than

men to engage in proactive, independent career planning. To increase mobility for women across duty stations, the following measures are recommended for review:

Measure 13. The Office of Human Resources Management circulates on a systematic basis monthly lists of mission replacements and other temporary vacancies to staff in all departments and offices.

Measure 14. Create informal networks of occupational groups with the support of the Office of Human Resources Management.

Measure 15. Enhance inter-agency cooperation across duty stations, establishing a system that allows monitoring of inter-agency mobility.

Measure 16. Continue to improve host country agreements to allow employment of the spouses of United Nations staff.

Measure 17. Encourage staff to use alternative tools (e.g., partnerjob.com) to facilitate spousal employment opportunities.

Measure 18. The Office of Human Resources Management strengthens its mentoring programme, with increased emphasis on the participation of senior-level women and men as mentors for women at all levels.

113. To increase mobility for women through expanding career planning options, the following measures are recommended for review:

Measure 19. Establish templates for diverse career paths for different occupational categories of staff, with particular emphasis on women, including for managerial and high-level posts.

Measure 20. Revise the performance appraisal system to include an individual development plan that includes job rotation and career flexibility. The Office of Human Resources Management reviews individual development plans and identify staff members, especially women, who are experiencing difficulty in making vertical or lateral moves.

Measure 21. Allocate resources to provide systematic career counselling and training for women at the General Service and Professional levels assessed as having high potential.

C. Accountability

114. The analysis of the factors affecting the achievement of gender parity revealed that no enforcement mechanism currently exists to ensure that programme managers fulfil the gender balance targets in the human resources action plans. The lack of accountability for programme managers who do not reach their gender distribution targets may perpetuate continued underrepresentation of women in certain departments. To promote greater accountability for the fulfilment of the gender balance targets in the human resources action plans, the following actions are recommended:

Measure 22. The Office of Human Resources Management includes indicators related to gender equality, such as gender balance and gender sensitivity, in performance appraisals for programme managers.

Measure 23. Establish a system of clearly defined responsibilities for gender balance at all levels of the Secretariat. Enforce accountability for those departments that consistently fail to meet gender distribution targets.

Measure 24. The Office of Human Resources Management sets up a task force, comprised of programme managers, representatives from the Office of Human Resources Management and the Office of the Special Adviser on Gender Issues and Advancement of Women to devise a proactive recruitment and selection strategy to address the imbalance, with a focus on departments with slower growth in the rate of representation of women.

Measure 25. Circulate to heads of department a semi-annual report, prepared by the Office of Human Resources Management, on progress made in their departments towards fulfilling the gender targets in their human resources action plans.

115. Member States should encourage an enabling environment for accountability of heads of department for gender balance and expanded dialogue and partnership with them.

D. Working climate and culture

116. Flexible work arrangements are key to attracting and retaining high-quality female staff. The analysis revealed that, despite the progress made, the current informal managerial culture within the Secretariat views flexible working arrangements as a barrier to productivity and efficiency and, more importantly, as being incompatible with career advancement and performance in managerial-level posts. Work/life balance is perceived as conflicting with the norm for career advancement at the United Nations Secretariat, which is to work long hours and always be available. Finally, the perception among managers that work/life policies apply only to women reinforces the stereotype that women are unable to participate fully in the workings of the system and are not fully committed to their careers. To promote and sustain the implementation and usage of work/life balance policies, the following measures are proposed for review:

Measure 26. With the assistance of departmental focal points, continue training in departments on gender sensitivity, work/life balance, etc., for all staff, with a focus on managers.

Measure 27. Foster an organizational culture, through intensified and continuing departmental training and advocacy by the Secretary-General, the Office of Human Resources Management, the Office of the Special Adviser on Gender Issues and Advancement of Women, senior managers and departmental focal points, that advocates the benefits of gender sensitivity and work/life balance for all employees, with a particular focus on managers.

Measure 28. Develop and promulgate multiple measures of productivity independent of the time variable and based on output.

E. Informal barriers to gender balance

117. Barriers to career progression for women become more informal, and thus harder to identify, particularly at the more senior levels of the Organization. In order to effectively promote the advancement of women, informal barriers to career progression must be identified, analysed and removed.

1. Entry into the Secretariat

118. Women are overrepresented in support functions and simultaneously underrepresented in substantive and line functions, managerial roles and technical occupations.

119. Direct or indirect discrimination in the selection process may also be a barrier at the entry level. Other research shows that, when managers make selections, they often look for personalities that fit within the existing organizational culture. In a male-dominated workplace environment, women are less likely to demonstrate personality characteristics that appear to be a good "fit". To widen the parameters set by sex-role stereotyping and occupational segregation, the following measure is recommended for review:

Measure 29. Expand career experience for women by, inter alia, creating and facilitating short-term assignments to diversify their competencies.

2. Career progression

120. One significant barrier highlighted in the analysis is the presence of an organizational culture that may limit women's advancement. Aspects of this culture include long work hours, negative attitudes about work/life balance, perceptions of career timetables geared to a male life pattern, an ethos of presenteeism and a male-oriented style of management, communication and leadership. Another barrier is the presence of unspoken assumptions that women are not as acceptable as men in more senior, managerial and technical posts. In the Secretariat, this is reflected in the continued underrepresentation of women in the highest level of managerial and technical posts. A third barrier is the potential for systematic gender differences in performance ratings on evaluations. The analysis revealed that this discrepancy is often the result of greater interruptions to women's careers due to familial responsibilities and operates as an informal barrier in the sense that these ratings often determine levels of career advancement. A fourth barrier is the impact of informal networks. Women are often excluded from these networks, which facilitate the management of a positive impression and lead to more rapid career progression. To develop an organizational culture that is more inclusive of all staff, the following measures are recommended for review:

Measure 30. Integrate gender sensitivity aspects within the code of conduct, disseminate it extensively and ensure proper accountability mechanisms.

Measure 31. Develop and promulgate management principles that incorporate gender sensitivity dimensions.

Measure 32. Expand managerial and substantive training of women that better prepares them for managerial and/or technical positions.

121. To increase the representation of women in more senior, managerial and technical posts, the following measures are recommended for review:

Measure 33. Mandate succession planning at the department level.

Measure 34. Ensure that formal selection processes are followed for all Professional posts and develop formal and transparent selection processes for high-level appointments.

122. To ensure that performance appraisals are not systematically biased against women, the following measure is recommended for review:

Measure 35. Analyse data by department on performance appraisals to determine whether there are systematic gender differences in performance ratings that may have an impact on promotion rates for women.

F. Regional ability to meet the 50/50 gender distribution target

123. The analysis revealed that cultural, political and socio-economic factors make achievement of the 50/50 gender representation target more difficult at some duty stations than at others. To strengthen the regional ability to meet the 50/50 gender distribution target, the following measure is proposed for review:

Measure 36. Facilitate access of field offices to systematized and centralized occupational databases containing information on potential women candidates.

124. The analysis provided an insight into the factors influencing gender balance in the United Nations Secretariat and provided a basis for measurements for considerations with a view to increasing the representation of women in the Secretariat at the Professional and higher levels.

125. It emphasized the complex phenomenon of the "glass ceiling" for women in an attempt to explain what has kept the Secretariat from achieving the goal set by the General Assembly. While one of the obvious answers lies in more active recruitment, the problem of women's underrepresentation is linked to many other factors, as compared to men. These include, inter alia, more limited access to the job market and web-based connections, formal and informal barriers, such as less-than-stringent adherence to gender balance policy, including special measures, and issues of organizational culture, including gender insensitivity, negative attitudes to work/life balance and underdeveloped informal networks.

126. Pursuant to the specific actions that are proposed in the six broad categories enumerated above, the study affirmed that the most important critical success factor of the drive towards the 50/50 gender representation target was the personal commitment, evidenced through direct action, of the Secretary-General.

VII. Concluding observations

127. **Since the last report (A/58/374) there have been positive developments in the status of women in the United Nations Secretariat, while in other areas, progress was mixed. In the larger category of staff with appointments of one year or more belonging to Professional and higher categories, women's proportion increased by 1.7 per cent to 37.4, the highest increase since 1998, as**

compared to the past year's increase of only 0.6 per cent. The representation of women in senior posts, such as at the Under-Secretary-General and D-1 levels, increased by 3.2 and 3.5 per cent, respectively.

128. In the group of Professional and higher-level staff on posts subject to geographic distribution, whereas, in the past, the representation of women increased by a steady 1 per cent, the actual increase in the reporting period constituted only 0.5 per cent, bringing women's representation to 42.3 per cent, with the largest increase at the D-1 level (3.1 per cent). The increase was, however, dampened by losses at most levels in the Professional category (P-3 and P-5).

129. In both of the groups mentioned above, the overall representation of women, of 37.4 and 42.3 per cent respectively, still falls short of a 50/50 gender balance.

130. Analysis of the longer-term trends portrays a similar picture of mixed progress in women's representation at all levels, with an average annual growth rate of only 0.4 per cent among staff in the Professional and higher categories on appointments of one year or more, and approximately 1 per cent per year for staff in the Professional and higher categories on geographic posts. Assuming the continuation of previous trends, the projections are that the attainment of gender balance will remain a challenge for the next few years for staff on appointments of one year or more and for less than ten years for those on geographic posts.

131. Among other conclusions, analysis of the trends revealed that there is no immediate correlation between the increase in numbers of women at lower levels and the representation of women at higher levels. For example, at the P-4 level, the rate of growth in women's representation on geographic posts was the lowest in the past ten years, despite the fact that at the P-2 and P-3 levels the gender balance goal was achieved. Hence, a sustained effort to increase the representation of women at these and higher levels is required to reach the 50/50 gender distribution.

132. To recruit and retain more women, many new initiatives and strategies to achieve gender balance, as illustrated in the relevant sections above, have been undertaken systemwide and at the level of the Secretariat. United Nations entities, including the Secretariat, are paying special attention to the identification of suitable women candidates, strengthening of recruitment sources for women, development of recruitment programmes in substantive areas, enhancing women's career development, fostering attitudinal changes, introducing family-friendly policies, etc., in order to reach gender balance. In this regard it is noteworthy that under the reformed personnel system it is the head of department or office that has the primary responsibility for advancement towards gender parity.

133. Despite the significant gains achieved through these initiatives, United Nations entities, including the Secretariat, have a long way to go to effectively integrate gender balance considerations into institutional and attitudinal systems and human resources management policies of the Organization. The analysis carried out by the Office of the Special Adviser on Gender Issues and Advancement of Women of the causes of slow progress in the improvement of

the status of women in the Secretariat revealed that gender imbalance is a multidimensional and systemic problem which requires a systemic and integrated response. As candidates for recruitment, women are discriminated against by external factors unfavourable to them, such as global limited access to labour markets, information and communication technologies, to technical and substantive training and education and to decision-making. Within the Organization, recruitment strategies, promotion and retention policies, career development, justice and anti-harassment policies, human resources and succession planning, work/family policies, management culture and mechanisms for accountability need to be reviewed to ensure that they do not directly or indirectly disadvantage women.

134. Similarly, while many remedies have been offered by the legislative bodies with regard to recruitment, they have not effectively addressed, in a systematic manner, the problem of the disproportionately small number of women entering the Organization. At the entry level, the current staffing system is neither proactive nor targeted enough and relies too much on web-based vacancy announcements. The current data shows that far more men than women apply.

135. Relevant, too, in terms of accountability, is the fact that, while the staffing system places responsibility for delivering human resources targets, including geographical and gender targets, with the heads of departments or offices, they are not required to justify their decisions if they select men over equally qualified women. While the Department of Management, its Office of Human Resources Management and the Office of the Special Adviser on Gender Issues and Advancement of Women have important advisory and monitoring functions, there is no accountability, particularly at the level of programme managers, for gender balance. Neither is there a reward for managers who excel in this area.

136. Improved transparency and monitoring are also required. In this context, the new terms of reference of the departmental focal points are expected to include, among other functions, full access to data for purposes of regular monitoring of gender balance status, access to and regular consultations with programme managers and heads of departments or offices on human resources action plans and gender targets, and giving advice on the selection of women candidates.

137. The analysis identified many problems related to the retention of women. Among the female staff in the General Service category, there are significant numbers with advanced academic qualifications, international experience and language skills. Progression for this category of staff is, however, severely restricted, owing to the need to pass the G to P examination and the fact that only 10 per cent of vacant P-2 posts are allotted to them.

138. A key component of career progression is the need for mobility across jobs, departments and duty stations, and career and succession planning. The mobility of women staff members may be restricted by family constraints, including lack of opportunity for spouse employment and women's lack of access to informal networks and sponsors. The analysis revealed mismatches between formal and informal systems of selection and career development.

Networking, sponsorship and proactive independent career planning, where women are seen as less likely engaged, play a major role in career advancement.

139. **Another key component of career progression is the impact of the working climate and culture. The analysis revealed that the objective of introducing work/life policies to attract and retain quality staff, especially women, has not yet impacted the current managerial culture within the Secretariat, which continues to view these policies as a barrier to efficiency and productivity and, more importantly, as incompatible with career advancement and the performance of managerial level posts.**

140. **As demonstrated by recent progress in the representation of women in the group of staff in the Professional and higher categories on appointments of one year or more, none of these obstacles is insurmountable. The Secretariat has established many elements of an effective gender balance system. They need to be enhanced by special measures adapted to the current staff selection system and by clearly defined organizational responsibilities for gender balance at all levels throughout the Secretariat. It is hoped that the measures for consideration in the preceding section of the present report will assist in formulating new strategies to achieve gender balance.**

141. **The Secretary-General remains firmly committed to reaching the goal of 50/50 gender balance at all levels and in all categories of posts, including in senior and policy-making posts, as mandated by the General Assembly, and will ensure that heads of departments and offices, as well as central monitoring offices, intensify efforts and strengthen measures towards that end.**

Notes

[1] At the Under-Secretary-General level, a woman was appointed United Nations High Commissioner for Human Rights effective after the reporting period.

[2] Three appointments of women at the Assistant Secretary-General level were made effective after the reporting period: Special Adviser for Gender Issues and Advancement of Women, in the Department of Economic and Social Affairs; Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator, in the Office for the Coordination of Humanitarian Affairs and Deputy High Commissioner for Human Rights at UNHCHR.

[3] The projections were based on a linear least squares fit of the available data. The least squares solver available in MATLAB was used for this application.

[4] At the time the trends analysis was undertaken, the data was available only until March 2004.

[5] 2001 was the first year that the Department of Peacekeeping Operations/Office of Mission Support data were included in the statistics of the composition of the Secretariat.

[6] See ST/AI/2002/4.

[7] See ST/SGB/2003/4.

[8] 1,084 at Headquarters and 1,326 at offices away from Headquarters, including 379 in the regional commissions.

[9] The representation of women within each option is as follows: staggered working hours (53.5 per cent women); compressed work schedule (61.4 per cent women); scheduled break for external development activities (55.6 per cent women); and telecommuting (67.3 per cent women). The gender breakdown within each category is: General Service and related categories (63.9 per cent women); Professionals (43.3 per cent women); and D-1 and above (35.3 per cent women).

Abbreviations

DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DGACM	Department for General Assembly and Conference Management
DM*	Department of Management
DM/CMP	Capital master plan (of the Department of Management)
DM/OCSS	Office of Central Support Services (of the Department of Management)
DM/OUSG	Office of the Under-Secretary-General (of the Department of Management)
DM/OHRM	Office of Human Resources Management (of the Department of Management)
DM/OPPBA	Office of Programme Planning, Budget and Accounts (of the Department of Management)
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DPKO/OMS	Department of Peacekeeping Operations/Office of Mission Support
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
ICJ	International Court of Justice
ICSC	International Civil Service Commission
ITC	International Trade Centre UNCTAD/WTO
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OIOS	Office of Internal Oversight Services

* DM refers to the aggregated data of the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services, and the Office of the Capital Master Plan of the Department of Management.

OIP	Office of the Iraq Programme
OLA	Office of Legal Affairs
OSG	Office of the Secretary-General
OSRSGCAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
UNSECOORD	Office of the United Nations Security Coordinator
UNCC	United Nations Compensation Commission
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNJSPF	Secretariat of the United Nations Joint Staff Pension Fund and the United Nations Staff Pension Committee
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNU	United Nations University

Annex I

Gender distribution of staff in the Professional and higher categories in the organizations of the United Nations system (at Headquarters and other established offices), as at 31 December 2003

Organization	UG[a]		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Total 2003	Percentage of women Dec. 2003	Percentage of women Dec. 2002	Change in percentage points
	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W				
FAO	12	2	34	8	130	15	323	57	346	109	158	108	87	96	14	16	**1 104**	**411**	**1 515**	27.1	24.1	3
IAEA	6	1	4	0	31	4	213	22	278	49	215	73	31	29	5	1	**783**	**179**	**962**	18.6	18.3	0.3
ICAO	2	0	4	0	16	0	45	6	125	32	40	22	10	17	1	1	**243**	**78**	**321**	24.3	24.0	0.3
ICAT	0	0	2	0	1	0	16	4	15	9	11	8	7	5	0	0	**52**	**26**	**78**	33.3	32.4	0.9
ICJ	1	0	1	0	0	0	3	0	9	2	6	7	7	5	0	0	**27**	**14**	**41**	34.1	35.9	-1.8
ICSC	0	0	1	0	2	1	1	0	3	5	3	1	1	1	0	0	**11**	**8**	**19**	42.1	38.5	3.6
IFAD	4	1	7	1	6	4	46	14	29	23	12	15	6	16	4	1	**114**	**75**	**189**	40	40.5	-0.5
ILO																				-	37.2	-
IMO	0	0	5	2	13	1	35	8	16	12	12	10	8	13	0	0	**89**	**46**	**135**	34.1	37.2	-3.1
ITC	1	0	1	0	4	0	27	3	23	11	16	6	10	11	0	1	**82**	**32**	**114**	28.1	28.8	-0.7
ITU	4	0	4	0	15	0	75	12	79	15	48	42	27	20	4	5	**256**	**94**	**350**	26.9	26.0	0.9
JSPF	1	0	0	0	2	1	5	3	10	7	10	6	0	0	0	0	**28**	**17**	**45**	37.8	39.1	-1.3
PAHO	1	2	2	0	13	9	41	28	144	82	24	31	20	22	2	7	**247**	**181**	**428**	42.3	40.5	1.8
UN	48	10	91	34	274	103	735	300	1 261	581	1 126	802	419	438	18	48	**3 972**	**2 316**	**6 288**	36.8	34.2	2.6
UNAIDS	1	1	3	1	7	3	65	25	20	12	2	5	1	22	0	0	**99**	**69**	**168**	41.1	40.9	0.2
UNDP	8	3	47	13	131	35	209	144	199	113	152	85	104	130	15	18	**865**	**541**	**1 406**	38.5	38.2	0.3
UNESCO	10	1	23	9	49	12	151	67	130	89	111	121	81	121	15	25	**570**	**445**	**1 015**	43.8	44.0	-0.2
UNFPA	1	2	7	5	29	13	81	59	30	39	14	21	11	26	1	8	**174**	**173**	**347**	49.9	49.3	0.6
UNHCR	2	1	9	3	56	15	139	44	289	138	255	257	78	111	8	5	**836**	**574**	**1 410**	40.7	43.1	-2.4
UNICEF	2	2	28	11	80	38	238	168	386	265	230	198	73	183	9	10	**1 046**	**875**	**1 921**	45.5	44.7	0.8
UNIDO	1	1	4	1	29	4	76	8	56	18	42	22	22	17	3	7	**233**	**78**	**311**	25.1	24.5	0.6
UNITAR	1	0	0	0	1	2	3	3	4	3	3	2	1	3	0	0	**13**	**13**	**26**	50.0	52.4	-2.4
UNOPS	2	0	8	2	23	2	76	24	51	30	37	28	15	7	0	0	**212**	**93**	**305**	30.5	32.0	-1.5
UNRWA	1	1	1	0	12	2	17	2	36	10	11	6	2	8	3	2	**83**	**31**	**114**	27.2	28.8	-1.4
UNU	2	0	4	1	8	0	9	1	9	2	9	4	3	4	0	0	**44**	**12**	**56**	21.4	13.6	7.8
UPU	0	0	2	0	6	1	6	0	19	5	24	8	2	1	0	0	**59**	**15**	**74**	20.3	19.7	-0.2

Organization	UG[a] M	UG[a] W	D-2 M	D-2 W	D-1 M	D-1 W	P-5 M	P-5 W	P-4 M	P-4 W	P-3 M	P-3 W	P-2 M	P-2 W	P-1 M	P-1 W	Total M	Total W	Total 2003	Percentage of women Dec. 2003	Percentage of women Dec. 2002	Change in percentage points
WFP	4	1	24	9	45	15	96	46	153	83	195	133	101	129	5	10	**623**	**426**	**1 049**	40.6	41.2	-0.6
WHO																					32.3	
WIPO																					39.5	
WMO	2	0	4	0	13	2	27	10	32	10	6	7	1	1	0	0	**85**	**30**	**115**	26.1	23.9	2.2
Total	**117**	**29**	**320**	**100**	**996**	**282**	**2 758**	**1 058**	**3 752**	**1 754**	**2 772**	**2 028**	**1 128**	**1 436**	**107**	**165**	**11 950**	**6 852**	**18 802**	**36.4**	**35.0**	**1.4**

Source: Secretariat of the United Nations System Chief Executives Board for Coordination.

[a] UG stands for "ungraded", e.g. USG, ASG, DDG, ADG, DG, SG.

Annex II

Gender distribution of staff in the Professional and higher categories with appointments of one year or more in the United Nations Secretariat, by department or office and grade, as at 30 June 2004

	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total				
Department/office	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Grand total	Percentage of women	Change in percentage points
DDA	1				1	1	1	1	5	4	7	1	2	2	1	2			**18**	**11**	**29**	37.9	-0.8
DESA	1		1		8	2	17	12	30	21	38	42	25	23	22	18			**142**	**118**	**260**	45.4	-1.7
DGACM	1			1	1	2	4	8	63	40	118	84	98	92	9	11			**294**	**238**	**532**	44.7	1.7
DM		1			1	1	2	1	6	5	1	4	1	2					**11**	**14**	**25**	56.0	4.6
DM/CMP					1		1		1	1	1	2			1				**5**	**3**	**8**	37.5	
DM/OCSS			1		1	1	6	1	17	4	32	8	32	11	11	6			**100**	**31**	**131**	23.7	-2.1
DM/OHRM				1		3	2	2	4	11	15	9	7	5	6	6			**34**	**37**	**71**	52.1	-2.2
DM/OPPBA			1		3	1	4	5	11	8	18	20	16	18	7	10			**60**	**62**	**122**	50.8	-5.6
DPA	1		3		6	1	7	6	13	10	18	14	15	10	2	5			**65**	**46**	**111**	41.4	2.9
DPI	1				4	1	5	8	18	10	36	27	29	40	15	27			**108**	**113**	**221**	51.1	-1.5
DPKO	1		1	1	5	3	9	3	18	12	91	26	82	48	9	8			**216**	**101**	**317**	31.9	1
DPKO/OMS	10	1	15	1	29	2	32	8	88	18	190	65	252	98	73	67		2	**689**	**262**	**951**	27.5	4.3
ECA	1					1	11	2	26	7	28	19	35	20	12	7			**113**	**56**	**169**	33.1	1.2
ECE		1					7	2	15	7	24	5	19	13	7	9			**72**	**37**	**109**	33.9	-1.9
ECLAC	1					1	4	3	15	4	27	17	17	15	15	12			**79**	**52**	**131**	39.7	-0.6
ESCAP	1					1	8	2	18	9	39	9	30	14	13	13			**109**	**48**	**157**	30.6	-1.2
ESCWA		1				1	5	2	16	3	16	12	8	7	5	4			**50**	**30**	**80**	37.5	-3.8
INTERORG[a]					3			1		3	3	2		3					**6**	**9**	**15**	60.0	-6.7
OCHA	1				2		6		12	5	10	6	8	13	3	2			**42**	**26**	**68**	38.2	-6.5
OHCHR			1		1		1	1	7	5	23	8	16	22	7	9			**56**	**45**	**101**	44.6	2.4
OHRLLS	1					1			1	1	1	-	-	1		1			**3**	**4**	**7**	57.1	7.1
OIOS	1					1	4	1	10	4	28	16	14	8	4	4			**61**	**34**	**95**	35.8	-3.5
OLA			1		3		2	6	15	5	11	10	8	17	7	5			**47**	**43**	**90**	47.8	1.4
OSAA	1					1			1	1		1		2					**2**	**5**	**7**	71.4	-
OSG	2	1		2	4	2	4	1	5	4	5	5	2	5		1		1	**22**	**22**	**44**	50.0	-2.3

Department/office	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Grand total	Percentage of women	Change in percentage points
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F			
OSRSGCAC	1								1		1		1	1					**4**	**1**	**5**	20.0	-13.3
REGCOM[b]								1	1										**1**	**1**	**2**	50.0	-
UNCC			1		1		4		3	3	11	6	27	34	7	7	1		**55**	**50**	**105**	47.6	1.1
UNCTAD	1		1		2	1	11	4	31	8	30	15	32	29	18	10			**126**	**67**	**193**	34.7	3.5
UNEP	1		2		8	3	28	7	52	9	58	41	60	35	7	19		2	**216**	**116**	**332**	34.9	2.3
UNFIP					1		1	1		1	1	2		1					**3**	**5**	**8**	62.5	5.4
UN-Habitat		1			2		5	2	18	4	18	7	12	12	1	8			**56**	**34**	**90**	37.8	3.7
UNMOVIC			1				3	2	12	1	14	2	8	3	2				**40**	**8**	**48**	16.7	1.6
UNODC	1				2	1	14	2	21	3	19	18	12	18	1	10			**70**	**52**	**122**	42.6	0.2
UNOG	1				1	2	6	5	30	27	98	39	74	45	14	15			**224**	**133**	**357**	37.3	2.3
UNON							1		6	2	16	8	19	15	9	5			**51**	**30**	**81**	37.0	3.3
UNOV					2		1	3	8	9	30	13	21	16	5	2			**67**	**43**	**110**	39.1	-0.5
UNSECOORD						1			4	2	12	-	2	-	-				**18**	**3**	**21**	14.3	-
Total	**30**	**6**	**29**	**6**	**92**	**35**	**216**	**103**	**602**	**271**	**1 088**	**563**	**984**	**698**	**293**	**303**	**1**	**5**	**3 335**	**1 990**	**5 325**	**37.4**	**1.7**

Source: Office of Human Resources Management, composition of the Secretariat as at 30 June 2004.

[a] Interorganizational bodies.

[b] Regional commissions New York office.

Annex III

Gender distribution of staff in the Professional and higher categories in posts subject to geographical distribution in the United Nations Secretariat, by department and grade, as at 30 June 2004

	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total				
Department/office	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	**M**	**F**	***Grand total***	***Percentage of women***	***Change in percentage points***
DDA	1				1	1	1	1	5	4	7	1	2	2	1	2	**18**	**11**	**29**	37.9	-0.8
DESA	1		1		8	2	17	12	30	20	36	42	25	23	22	18	**140**	**117**	**257**	45.5	-1.6
DGACM	1			1	1	2	4	8	9	3	7	6	2	7	1	2	**25**	**29**	**54**	53.7	9.1
DM		1			1	1	2	1	5	5	-	3	1	1			**9**	**12**	**21**	57.1	3.6
DM/CMP					1		1		1	1	1	2			1		**5**	**3**	**8**	37.5	
DM/OCSS			1		1	1	6	1	17	4	28	7	30	10	11	6	**94**	**29**	**123**	23.6	-1.8
DM/OHRM				1		3	2	2	3	11	13	8	5	5	3	6	**26**	**36**	**62**	58.1	1.1
DM/OPPBA			1		3		4	4	8	8	13	17	10	14	5	9	**44**	**52**	**96**	54.2	-1.6
DPA	1		3		6	1	7	6	12	9	14	11	9	9	1	5	**53**	**41**	**94**	43.6	2.4
DPI	1				4	1	5	8	18	10	33	26	28	39	14	27	**103**	**111**	**214**	51.9	-0.2
DPKO	1		1	1	2	2	4	3	5	7	6	10	14	24	7	8	**40**	**55**	**95**	57.9	4.2
DPKO/OMS			1		1		2	2	2	4	9	12	6	8	4	9	**25**	**35**	**60**	58.3	13
ECA	1					1	11	2	26	6	28	14	31	18	11	7	**108**	**48**	**156**	30.8	-1.2
ECE		1					7	2	15	7	24	5	19	9	7	9	**72**	**33**	**105**	31.4	-2.6
ECLAC	1					1	4	3	15	4	27	13	17	12	14	10	**78**	**43**	**121**	35.5	-1.4
ESCAP	1					1	7	2	16	9	33	7	21	11	11	11	**89**	**41**	**130**	31.5	-2.1
ESCWA		1				1	5	2	16	3	15	9	7	7	5	4	**48**	**27**	**75**	36.0	-3.7
INTERORG[a]					2					3	1			3			**3**	**6**	**9**	66.7	-13.3
OCHA	1				1		5		7	4	5	3	7	8	3	1	**29**	**16**	**45**	35.6	-3.2
OHCHR			1		1		1	1	6	5	17	8	13	19	6	7	**45**	**40**	**85**	47.1	2.7
OHRLLS	1					1				1	1			1		1	**2**	**4**	**6**	66.7	16.7
OIOS	1					1	2	1	9	3	14	10	9	4	4	3	**39**	**22**	**61**	36.1	-3.9
OLA			1		3		2	6	14	5	8	8	8	12	7	4	**43**	**35**	**78**	44.9	1
OSAA						1			1	1		1		2			**1**	**5**	**6**	83.3	-
OSG	1	1		2	3	2	3	1	3	3	3	3		5		1	**13**	**18**	**31**	58.1	2.2
REGCOM[b]								1	1								**1**	**1**	**2**	50.0	-

Department/office	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Grand total	Percentage of women	Change in percentage points
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F			
UNCC			1				1										2		2	-	-
UNCTAD	1		1		2	1	11	3	31	8	28	15	28	25	18	10	120	62	182	34.1	3.9
UNEP	1				3		2	2	3	2	2	3	1	1		1	12	9	21	42.9	4.8
UNFIP					1		1			1							2	1	3	33.3	-
UN-Habitat		1			1		2	2	5	3	7	6	8	4		3	23	19	42	45.2	-0.9
UNMOVIC									1					1			1	1	2	50.0	-16.7
UNODC	1				2		5	1	11		14	15	8	11	1	8	42	35	77	45.5	3.6
UNOG	1				1	1	5	5	8	7	19	7	12	12	9	11	55	43	98	43.9	3.6
UNON							1	-	2	1	1	3	2	2	3	3	9	9	18	50.0	3.3
UNOV					2		1	3	6	1	6	2	7	5	4	2	26	13	39	33.3	-1
UNSECOORD						1			3		4						7	1	8	12.5	-9.7
Total	**17**	**5**	**12**	**5**	**51**	**26**	**131**	**85**	**314**	**163**	**424**	**277**	**330**	**314**	**173**	**188**	**1 452**	**1 063**	**2 515**	**42.3**	**0.5**

Source: Office of Human Resources Management, composition of the Secretariat, as at 30 June 2004.

[a] Interorganizational bodies.

[b] Regional commissions New York office.

Annex IV

Trends and projections of the hypothetical representation of women in the Secretariat, by grade, during the period from June 1998 to March 2004

A. Projections of the hypothetical achievement of gender balance of Professional staff and higher categories on appointments of one year or more by grade in the Secretariat during the period from 30 June 1998 to 30 March 2004

	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*P-1*	***Total***
Total/change (percentage) between 1998-2004	2.8	5.4	10.9	8.0	1.9	0.4	2.3	5.0	19.0	**2.5**
Years to reach target assuming a linear projection of past trends	249	52	17	21	210		48	Achieved	Achieved	**68**
Anticipated year of Achievement*	2 253	2 056	2 021	2 025	2 214	Stagnation*	2 052	Achieved	Achieved	**2 072**
Percentage of total Professional staff at each Professional level	0.7	0.7	2.2	5.8	16.2	31.3	31.5	11.6	0.1	**100**

Source: Office of Human Resource Management, composition of the Secretariat.

* As obtained in a linear least squares fit of available data using statistical program available in MATLAB.

B. Number of staff and change by grade, in the representation of women staff with appointments of one year or more, during the period from 30 June 1998 to 30 June 2004 (percentage)

	30 June 1998			*30 June 2004*			
Grade	*M*	*W*	*W (percentage)*	*M*	*W*	*W (percentage)*	***Total staff at this level (percentage)***
USG	24	3	11.1	31	5	13.9	**0.7**
ASG	20	3	13.0	31	7	18.4	**0.7**
D-2	78	18	18.8	83	35	29.7	**2.2**
D-1	209	65	23.7	217	101	31.8	**5.8**
P-5	483	200	29.3	607	275	31.2	**16.2**
P-4	868	414	32.3	1 149	558	32.7	**31.3**
P-3	747	480	39.4	1 002	719	41.8	**31.5**
P-2[a]	299	249	45.4	319	313	50.5	**11.6**
P-1[a]	N/A			N/A			**0.1**

Source: Office of Human Resources Management.

[a] The 50/50 gender balance goal at the P-1 and P-2 levels has been achieved.

Annex V

Hypothetical projections by department of the achievement of gender balance based on the average annual change during the period from 1998 to 2004 in the representation of women in the Professional and higher categories with appointments of one year or more in the Secretariat

Department	*Women Professional staff June 1998 (percentage)*	*Women Professional staff March 2004 (percentage)*	*Projected achievement of 50/50 goal*[a]	*Number of Professional staff 2004*	*Percentage of total Secretariat Professional staff posts*	*Anticipated achievement of 50/50 goal*
DM/OHRM	56.3	50.0	1998	71		
DM/OUSG[b]	48.3	50.0	1999	30[b]		
UNFIP	n/a	57.1	1999	7		
DM/OPPBA	44.1	51.6	2000	122	9 per cent (518 of 5 449)	Achieved
DPI	51.2	52.5	2000	223		
INTERORG[c]	20.8	60.0	2003	15		
OHRLLS (OHRLDS)	n/a	57.0	2003	7		
EOSG (OSG)	38.7	48.8[d]	2003	43		
UNCC	32.0	48.2	2005	110		
DESA	41.5	46.6	2006	264		
OCHA	28.7	42.5	2007	73		
OLA	42.3	45.3	2008	86		
ODC (ODCCP)	38.3	41.8	2009	122	26 per cent (1 418 of 5 449)	50/50 by 2013
ESCWA	28.9	38.2	2009	76		
UNOV	31.8	40.0	2010	110		
ECLAC	31.3	39.6	2010	134		
UN-Habitat (UNCHS)	23.8	37.0	2011	92		
UNCTAD	23.4	35.2	2013	193		
ECA	22.8	34.2	2013	158		
OHCHR	33.0	38.2		101		
DGACM (DGAACS)	40.7	44.0	2017	534		
ECE	28.0	33.3	2019	108		
DPA	35.6	40.3	2022	119	34 per cent (1 876 of 5 449)	50/50 by 2093
UNEP	29.0	33.5	2027	331		
OIOS	32.3	33.3	2032	96		
UNON	33.9	37.0	2047	81		
UNOG	35.6	37.7	2072	353		
ESCAP	30.6	30.1	2093	153		
DPKO	30.8	32.1	2100	327	26 per cent (1 390 of 5 449)	
DPKO/OMS	24.3	27.3	2 634[e]	1 063		

Department	*Women Professional staff June 1998 (percentage)*	*Women Professional staff March 2004 (percentage)*	*Projected achievement of 50/50 goal*[a]	*Number of Professional staff 2004*	*Percentage of total Secretariat Professional staff posts*	*Anticipated achievement of 50/50 goal*
DDA	40.0	38.7	Declining trend	31	3 per cent (162 of 5 449)	
DM/OCSS	30.6	26.5		131		
OSRSGCAC	50.0	33.3		6	2 per cent (85 of 5 449)	
OSAA	n/a	83.3	Not enough data in either years or sample size to predict	5		
REGCOM[f]	n/a	50.0		2		
UNMOVIC	n/a	16.0		50		
UNSECOORD	n/a	13.6		22		
				5 449		

Source: Office of Human Resources Management, composition of the Secretariat (98 table 11, 99 table 8, 00 table 8, 01 table 8, 02 table A8e, 03 table A8e, March 2004, IMIS).

[a] Based on a linear least squares fit of available data using statistical programme available in MATLAB.

[b] Includes DM/Capital Master Plan.

[c] Interorganizational bodies.

[d] Representation of women stood at 53.3 per cent on 30 June 2003.

[e] Representation of women has fluctuated between 23 and 27 per cent (no definitive trend).

[f] Regional commissions New York office.